

**Navy Personnel Research and Development Center**  
San Diego, CA 92152-7250

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**This Is Our Life!**

**(A Summary of the Written Comments from the 1993 Navy-wide Personnel Survey)**

**Susan N. L. Hollingsworth**

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Susan N. L. Hollingsworth

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## **FOREWORD**

The Navy-wide Personnel Survey (NPS) is administered annually and is part of the Navy Personnel Survey System (NPSS). The NPSS was originated by the Navy Personnel Research and Development Center and is designed to minimize intrusion into fleet and shore operations by managing and controlling Navy Personnel Surveys. The NPSS is also designed to serve as a vehicle for attitude and survey research. NPS 1993 examined the perceptions of personnel in a variety of areas including detailing and the assignment process, quality of life (QOL) programs, leadership training, the organizational climate, health issues, and other general comments of current interest. The information can then be used by managers and policy makers in program formulation and evaluation.

This effort was part of the 1993 Navy-wide Personnel Survey (NPS) that was performed under Program Element O&M,N, reimbursable work unit 94WRPS512. The Chief of Naval Personnel sponsored the NPS, supported with Operations and Maintenance Navy Funding. This report presents a summary of the written responses from personnel in each of the areas covered by the NPS, such as detailing and the assignment process, leadership training, QOL programs, the organizational climate, health issues, and other general comments on topics of current interest.

Requests for other publications presenting results from the NPS effort should be made to Dr. John Kantor, Survey Research Division, AUTOVON 553-7651 or Commercial (619) 553-7651.

The author thanks Margaret Gordon-Espe, Renee Rothlein, and Sue Ryan for their typing assistance.

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# **SUMMARY**

## **Background**

The NPS was commissioned in 1990 by Vice Admiral J. M. Boorda for the express purpose of policy evaluation based on direct feedback from the fleet. Issues addressed by this NPS include permanent items on detailing and assignment process, leadership training, quality of life programs, organizational climate, various health issues, and general comments of current interest. The fourth Navy-wide Personnel Survey (NPS) was mailed in September 1993 to a random sample of 17,902 active duty enlisted personnel and officers. The NPS is an annual comprehensive survey designed to assess the attitudes and opinions of Navy personnel regarding issues of importance to policy makers.

NPS 1993 was composed of multiple choice questions that could be machine scanned and statistically analyzed as well as sections in which the participants offered their written comments. These self-generated comments provide a wealth of information that would remain untapped by the multiple choice format. This report contains a summary of the written comments.

## **Purpose**

Annual administration of the NPS enables policy-makers to assess the pulse of the entire naval population on a timely basis. Annual sampling also allows the identification and analysis of trends in opinions and attitudes that materially affect the performance and morale of Navy members. The 1993 NPS consisted of multiple choice sections and subjective sections in which the participants were given the opportunity to respond with written comments. This report contains a summary of the comments sections. Comments often reveal the thoughts of personnel underlying impersonal statistical data. Including a summary of the written, self-generated comments, may make the quantitative results more meaningful by uncovering some of the feelings behind the numbers. Typically, however, when individuals are given the opportunity to submit written comments, they tend to voice their concerns and criticisms rather than their joys and satisfactions thus a negative picture is painted. (Wilcove, 1990) For a more balanced picture, the reader should refer to the statistical reports by Quenette et al. (1992, Volumes 1, 2).

## **Method**

Of the 7,877 surveys returned, 2,000 were randomly selected for a summary of the comments. Each of the 2000 surveys was examined to determine if there was a comment in any of the six sections reserved for respondents' comments. The first 50 comments accumulated in each section served as the basis for this summary. Because rigorous sampling procedures were not employed in obtaining the sample comments, all opinions are not represented, and the results from this summary may not be generalized for the entire Navy population. The method used in this study is consistent with its purpose--to clarify survey results with comments from survey participants.

## Findings

The most complete picture of the responses of naval personnel can be obtained by reading the comments themselves. The issues addressed in the comments can be summarized as follows:

1. When commenting about their *background*, personnel responded most frequently with a brief biographical sketch of their history in the Navy.
2. Comments about the *Detailing and Assignment Process* focused primarily on the Assignment Process. Many personnel were dissatisfied with the way it was being handled and thought they should have more say in their future assignments. Sea duty was not looked upon with favor and BUPERS ACCESS was thought to be a failure. The inequity of sea/shore rotation was a matter of concern to some personnel. The detailer was felt to be difficult to contact by phone and was viewed negatively by many personnel. A few individuals, however, saw him as helpful and liked what he was able to do for them.
3. Individuals were most concerned with personnel support services when commenting on their *Quality of Life (QOL)*. Many personnel expressed dissatisfaction, feeling the services were unresponsive, inadequate, or too expensive. A few individuals, however, thought personnel services were a great benefit and nice to have. The positive and the negative aspects of a person's QOL were discussed. Living conditions of personnel at sea and on shore were found to directly affect a person's QOL, and these conditions were frequently found to be unsatisfactory. Pay issues were a concern to many and the financial plight of the single sailor was noted.
4. Many personnel believed that more *leadership training* should be provided and that the leadership training that was being provided should be more realistic and more applicable to everyday situations. They also felt that leadership training should be available to all personnel and that it should begin at an early point in one's career. Opinion was evenly divided about the value of leadership training, whereas Total Quality Leadership (TQL) was most often seen as a failure.
5. Comments about the *organizational climate* revealed a concern that Equal Employment Opportunity policies were being followed too closely and that qualified people were overlooked in order to promote a quota of minorities. Sexual harassment was of prime interest, whereas policies on fraternization, general equal opportunity issues, favoritism, gender and race were also of concern. Some personnel were pleased with the cutbacks and base closures, feeling unnecessary fat was being trimmed, whereas others felt Congress had gone too far. Some personnel could not support TQL because they felt it did not work for the Navy. Many personnel expressed displeasure when commenting about their job satisfaction. Pay issues were still major concerns to some personnel.
6. Personnel addressed a variety of concerns when commenting about *health issues*. The current physical readiness testing (PRT) program came under fire for not promoting a healthy lifestyle and regular exercise. It was believed that the body fat standards and the methods for measuring bodyfat were inaccurate. The policy of "zero tolerance" toward alcohol and drugs was wholeheartedly supported, and some personnel wanted more rehabilitation efforts when the subject was nicotine addiction. Medical and dental benefits have lost their appeal as drawing cards for the military. Personnel were unanimous in their desire for more HIV/AIDS education.

7. At the end of the survey, personnel were asked to make *general comments* about any of topics addressed in the survey. They have been integrated into their respective topic subdivision. There were also evaluative comments about the survey in general and miscellaneous comments not subsumed under other topics.

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## **Introduction**

### **Background**

Vice Admiral J. M. Boorda, the Chief of Naval Personnel (CNP), commissioned the Navy-wide Personnel Survey (NPS) in 1990. The NPS is an annual comprehensive survey designed to assess the attitudes and opinions of Navy personnel regarding issues of importance to policy makers.

NPS 1993 questionnaires were mailed in September 1993 to a random sample of 17,902 enlisted personnel and officers with a projected rotation date (PRD) of December 1993 or later. Members who received the 1992 survey were not eligible for inclusion in the sample. The sampling represented approximately 4 percent of the eligible enlisted population and 11 percent of the eligible officer population. Reminder/thank you postcards were mailed to the entire sample 5 weeks after the surveys. Of the original sample, 858 surveys could not be delivered. The adjusted return rate was 44%.

### **Purpose**

Annual administration of the NPS enables policy-makers to assess the pulse of the entire naval population on a timely basis. Annual sampling also allows the identification and analysis of trends in opinions and attitudes that materially affect the performance and morale of Navy members. The 1993 NPS consisted of multiple choice sections and subjective sections in which the participants were given the opportunity to respond with written comments. This report contains a summary of the comments sections. Comments often reveal the thoughts of personnel underlying impersonal statistical data. Including a summary of the written, self-generated comments, may make the quantitative results more meaningful by uncovering some of the feelings behind the numbers. Typically, however, when individuals are given the opportunity to submit written comments, they tend to voice their concerns and criticisms rather than their joys and satisfactions, thus a negative picture is painted (Wilcove, 1990). For a more balanced picture, the reader should refer to the statistical reports by Quenette et al. (1992, Volumes 1, 2).

## **Method**

### **Sampling and Coding of Comments**

Of the 7,877 surveys returned, 2,000 were randomly selected for a summary of the comments. Each of the 2,000 surveys was examined to determine if there was a comment in any of the six sections reserved for respondent's comments. The first 50 comments accumulated in each section served as the basis for this summary. Because rigorous sampling procedures were not employed in obtaining the sample comments, all opinions are not represented, and the results from this summary may not be generalized for the entire Navy population. The method used in this study is consistent with its purpose--to clarify survey results with comments from survey participants.

## **Organization of Report**

This report consists of two parts:

The first part contains an overview of the comments received. Each NPS section--Detailing and Assignment Process, Quality of Life Programs, Leadership Training, Organizational Climate, Health Issues, and General Comments--is headed by a synopsis reflecting the comments in that section. A summary sentence is provided that expresses the various themes represented by the comments and is followed by a sample of the comments exemplifying the summary sentence.

The second part contains all 300 comments (presented in Appendices A-F). Each appendix is accompanied by a frequency table. Appendix G contains a definition of the acronyms found in the report.

## Results

### Background

The first section of the survey dealt with the respondents' background. Personal and demographic data were elicited, as well as data concerning the respondent's career, family, and educational history. Responses were as varied as the respondents themselves thus no additional sample comments are included. Nevertheless, it is critical to obtain this background information due to its potential influence on subsequent responses. It also may be used in future research and analyses in assessing the pulse of the fleet.

### Detailing and Assignment Process

The assignment process was the focus of concern when the Detailing and Assignment Process was discussed. Many personnel felt the assignment process was not fair and that personnel should have more choice and input in their future assignments. Sea duty was regarded as undesirable, partly because sea pay was felt to be inadequate compensation for the required family separation. BUPERS ACCESS seems to have failed in making personnel aware of billet availability. Sea/shore rotation was thought to be inequitable, especially between men and women. Many personnel expressed exasperation about trying to contact their detailer by phone. A busy signal was the most frequent response to their numerous attempts. When contact was made, the detailer was most often seen as uncooperative. There were a few respondents, however, who believed their detailer was helpful and doing a good job with a tough duty assignment.

**In discussing the assignment process, many personnel felt their tours were too long, not fair and poorly handled.**

- *In 20 years of service I have only had Stateside offered one time for a 33 month tour ashore. W-2*
- *The detailing process for the last 16 years has seemed to be WHO you know. If you know the right person, you get what you wanted. O-1E*
- *Detailing process for enlisted personnel is terrible. We treat our people poorly. BUPERS does a poor job in coordinating with the command prior to releasing orders. Detailer's contact with enlisted personnel is poor. E-5*
- *Neither location nor ship type to which I was assigned were choices I listed on my 1306 forms. I basically had no choice in the matter, and am very unhappy with what I am "stuck" with. E-5*

- *Sometimes the detailers treat you as a number. They don't give you the leave or the school you desire which makes it hard for personnel to keep their morale up, especially going from shore to sea. E-7*

**Sea pay was thought to be inadequate compensation for the rigors of sea duty.**

- *I would extend on sea duty for a period of 1 or 2 years if some kind of compensation was made available. O-1E*
- *I am very interested in detailing, but it is yet early for me to rotate. Sea is hard. Pay does not reflect the duty required as compared to duty ashore. O-1*

**Some thought that the number of PCS moves should be reduced, while others liked their frequency and hoped that coast to coast moves would still be possible.**

- *Too many PCS moves required. In days of reduced funding, working spouses, etc., PCS moves should be reduced! O-6*
- *I am worried that coast to coast moves are going to become more difficult in the future! O-2*

**Some personnel expressed satisfaction with the detailing process.**

- *Overall process appears fair. However, as you increase in seniority, the ability to interact face to face with the detailer during field trips decreases. E-9*
- *I have personally been very lucky to have good access to the detailer, and also be able to talk with them one on one; but I know many others who have not been so fortunate as I have been. O-6*

**BUPERS ACCESS was seen as being a potentially great benefit, but it was not being properly utilized by detailers.**

- *If possible, make "current availability list" which detailers utilize to make assignments, viewable on BUPERS ACCESS. E-7*
- *You gave us BUPERS ACCESS which could be a wonderful tool, however all detailers should be REQUIRED to use it in the same manner. Currently, some use it extensively, others hardly at all. E-7*

**Sea/shore rotation needs to be more equitable, especially between men and women.**

- *Open more sea billets to female. Male-female assignments on both shore and sea billets are out of proportion. E-6*
- *Five years beyond normal PRD is a bit extreme. For someone with tour length of 48 months, that would mean 9 years continuous sea duty. E-9*

### **Difficulty in contacting the detailer by phone was stressed.**

- *The system designed to contact a detailer is poor. I've been on hold up to 40 min. each time I've called. Then after you've gotten through, they have very few answers to your questions. The majority of people I know feel the same about the system. E-3*
- *The number of phone lines and detailers should at a minimum be doubled. You get busy signals for hours trying to call your detailer. E-7*

### **Detailers were thought by many to be uncooperative.**

- *Detailers give you a select batch of billets. If you call a different detailer you get a different selection. Why are detailers reluctant to give you what you want if they have it? E-4*
- *Detailers shouldn't lie about assigning someone to sea duty for rotation purposes, if the assignment doesn't count for that! E-5*

### **Some personnel, however, found the detailer to be helpful.**

- *My detailers have worked with my wishes and with my commands' wishes very consistently. I have been treated right. O-6*

### **Quality of Life**

Comments rating the quality of life were directly proportional to the rating of the quality of personnel support services such as MWR, PSD, child care and other family services, education, and medical and dental benefits. Although many personnel thought these services were unsatisfactory, unresponsive, inadequate or too expensive, a few individuals thought they were a great benefit and nice to have. Personnel commented on the positive as well as the negative aspects of their QOL. Other comments focused on the living conditions of personnel at sea and on shore. These living conditions were usually rated as unsatisfactory and the existing housing was found to be substandard and in short supply. Pay, or the lack of it, was a concern to many, and the single sailor complained about getting the short end of the stick.

### **The quality of MWR was not held in high regard. It was thought by some to be unsatisfactory and poorly managed.**

- *MWR is very much worse than it was 5 years ago. Reduction to their non-NAF budget has caused this. Several activities on this base have been curtailed due to these funding cuts or non-profitability. Officer housing on this base is poor!!! My quality of life would improve if my pay was equal to that of my civilian counterparts and the Navy/DOD would stop taking away from my health care benefits. E-7*
- *If you don't own a boat and fish, the only alternative is drinking, which MWR makes readily available at many locations. E-8*

- *It is my opinion that the MWR has lost its purpose in serving the Navy and its personnel. The MWR now is only concerned with making a profit. Emphasis should be returned to the service personnel. Many activities are either closed or not available due to the lack of funds or is not a money maker. I feel that appropriations should be returned as they were in the past. MWR is failing the service member by being in the non-appropriation funding.* O-2E
- *Local MWR programs are poorly managed. Hours of operation are not consistent with working hours. PSD hours require students to take time off school hours to complete business at PSD which cannot be handled by their PLR. Customer service is not stressed and neither is courtesy by the civilian staff.* E-7

**Some personnel found MWR to be more than satisfactory, whereas others chose not to use it or did not have the opportunity.**

- *I like the MWR concept. It is a great help. Unfortunately, I don't like my tight quarters and 12 hr. workdays. I own a personal computer and I can't even keep it on board. I bought it to keep me occupied at sea.* E-4
- *MWR is very nice to have. I am able to save some money purchasing tickets from it. Navy and Marine Corps Relief Society is outstanding. I have used this service about 3 or 4 times. The Navy (we) needs more services like this.* E-6
- *Very little MWR on NAS New Orleans. C.O. does not seem interested in family-type activities.* E-6
- *My present work schedule and workload does not allow much free time to pursue voluntary education or any other MWR functions.* E-4

**Although PSD was believed to be important to the fleet and many personnel felt that it should be given the highest priority when quality of life issues are considered, it was found to be severely lacking.**

- *As I am a division officer, I am concerned about the quality of support provided by my servicing PSD to my subordinates. I had a situation recently where a member who is being assigned overseas had to prompt the PSD on steps needed for overseas screening, etc. This is made worse by the fact that another individual had the same experience. I also have a large number of reservists who work for me and PSD is at best, indifferent to their needs. What happened to the one team concept? Travel claims can also take far too long to process. Unhappy? You bet!! Need to get PSD's squared away!* O-1
- *While in PSD, most of the time no one knows the answer I am looking for. I was, in one instance, shuffled from one person to another. Very upsetting.* E-5
- *PSD onboard ship is unresponsive to needs/requests and is inefficient.* E-3

- PSD is not service oriented. Travel claims take 30-40 days for liquidation and are frequently incorrect. O-3
- Make PSD's a quality of life activity and ensure full manning. Poor manning begets poor service which affects morale of serviced commands. Need to improve procedure in family advocacy program. Currently, the member is considered guilty as soon as a complaint is filed and he/she must prove their innocence. Flagging records is ruining careers and costing us good sailors often for frivolous charges. W-4

**Child care and related family services came under fire for being inadequate, too expensive and inconvenient.**

- Child care for mid-watches is almost non-existent. If I didn't have family in the area, the situation would be extremely difficult. E-6
- Child care: Weekend child care not available. On ship we stand duty on the weekend. E-8
- To my surprise I couldn't enroll my child in the summer camp program through the MWR because he is hearing impaired and I requested to have an interpreter for him. I went through my chain of command and the chain of command through the base for 5 months to get an answer of NO, I couldn't use the facility for my child. The hours were great and the facility was just down the road from where I work. Now I ask you, how is the Navy taking care of its own if I can't use the facilities available to me. I'm told they don't have to take handicapped children. This is why I'm in the EFMP! E-4
- Military child care is too expensive for the services given. Civilian centers are cheaper and provide better educational opportunities. E-5
- Family services are great, but should start in boot camp. This might keep problems from hitting the fleet. MWR is doing a good job, but could do more. O-1E

**Personnel would like to see expanded educational course offerings that don't interfere with duty obligations.**

- I like the fact that I can go to school to better my life, but I feel TA should cover books also. E-3
- I would like to see an expanded offering of on-base courses. This would make getting an off-duty education easier for me and will not interfere with my work schedule. E-5
- Apprenticeship program opportunities only go to personnel with higher rank. Voluntary education is not available as stated; i.e., class size is limited and there are charges for "free" classes. E-3

**Many personnel felt that Champus and Delta dental do not provide satisfactory health care for their families.**

- *I would prefer military medical over CHAMPUS, but due to Carswell AFB closing, my family is forced to use CHAMPUS. The Dallas PSD is the worst PSD I have ever seen, it is severely undermanned and inexperienced. O-3*
- *Medical care is not readily available for dependents so we are forced to use CHAMPUS. The cost of living is very high in Key West. I work 2 part time jobs to supplement my income just so I can save some money. Overall, I love being in the Navy, but I detest my duty station. E-8*

**Some personnel had positive comments about their QOL.**

- *In order to have an effective fighting force, we need top notch personnel. People stay in the Navy long term because 1) they love the job 2) their families are supported and provided for. In spite of budget cuts, restructuring, etc., we need to continue to make the Navy an exciting, enjoyable career and provide adequate support. O-2*

**Other personnel commented negatively about their QOL.**

- *The quality of life on a ship: living conditions are poor to intolerable 50% of the time. Meals and mess are entirely too monotonous. 50%-70% of the time there is no hot water or no water at all. Living spaces are kept fairly clean, but the Navy should downsize the compartments, "berthing" aboard this ship. We have 106 people, 4 showers, 4 toilets and 2 urinals-substandard. E-3*
- *1) The galley at Patuxent River, MD. is closing in 2 months. MWR is taking over the galley. This was one of the last real benefits we had. Prices for food are expected to double with no increase in pay. 2) The handling of geographic bachelors is less than adequate. At the E-7 and above level, they put 2 people to a room, soon after moving in. Then came the rumors of making us pay so much a day or vacating entirely. This is unsat!!! 3) Cannot buy cigarettes at Pax River, Md. A brand new facility was opened several months ago, but a last minute decision was made to remove the cigarettes. Presently, I drive to Andrews Air Force Base, over an hour away to make my purchases. 4) MWR charges for all services, now, that used to be free. You must pay to use the nautilus center, auto hobby shop, wood shop, indoor swimming pool, etc. 5) The Navy Exchange used to be a bargain. Now I can buy the exact same items at Wal-mart or K-mart for a better price. 6) The price of gas on base used to be a good deal. Now I can buy gas right outside the gate at identical or cheaper prices. E-7*
- *The area I can afford to live in is not near enough to my command for me to utilize many of the quality of life programs covered in this section. Of those that I have used in the past, service was poor and the people rude! E-7*

- *Naval Weapon Station Earle is under staffed and under funded in the following areas: MWR, medical, and PSD. Navy Exchange is pathetic. Lack of concern for well being of sailors assigned to ships home ported at Earle. O-3*

**Housing directly affects the quality of life for the sailor as well as for his family. It very often needs improvement and it is substandard.**

- *My barracks are in terrible shape. They're 1943 vintage. The walls are falling apart (paint). The plumbing rarely stays working properly. It get down into the 30's at night, and our AC, which is central vent air, is still going. No one seems to care about our living condition. E-3*
- *I think the Navy needs to put some increased efforts in the Navy housing situation. All too often housing is inadequate and not up to civilian standards. The Air Force has an outstanding accountability program in force for their base housing. Housing members are inspected on a daily basis for the cleanliness of their yards and adjacent external surroundings. Individuals that check out are all under extreme requirements that match or surpass high Air Force standards. This is not a difficult area. With a little initiative and planning, we too can have the same stringent system in place. O-4*

**More government housing should be made available.**

- *If I could get Navy housing, my financial standing would improve, and I could afford to re-enlist. E-4*
- *More good quality, low crime, government housing needs to be made available. E-3*

**Pay and financial matters are still a great concern to many personnel.**

- *The Military pay scale/pay raises should be automatic with the rise of inflation. Additionally, Military members are devoted to duty 24 hours a day with the possibility of combat duty at any time. Why is there so much difficulty---politically/budgetarily---in adequately paying Military members? We are on call everyday---all day---365 days a year! E-6*
- *Due to budget cuts and downsizing, it is certain there are no payraises in sight, hence my decision to transfer to fleet reserve. Military pay has been less than adequate for many years. Who needs the long family separations with small compensation? E-7*
- *Increase military pay to correspond with increases in civilian counterpart pay levels. E-8*

**Many single sailors believe that being single is no reason for the discrimination they feel. Very often they receive fewer benefits than their married counterparts.**

- *Quality of life for a single sailor on ship is bad. Single sailors are discriminated against. Married sailors receive either money for an apartment via VHA/BAQ or base housing. Either of which is 1000% better than the housing given to a single sailor on board ship. Due to the place of residence for a single sailor, he is often called upon to do more work. A person who lives on board is more accessible than a married person after working hours. To sum it up: my E-4 peers receive adequate housing and often do less work. Being single, I get sub-standard living conditions and more work for the same pay as my married counterparts. THAT'S DISCRIMINATION!!! To remedy this travesty, give singles VHA/BAQ or strip it from those who are married. E-4*
- *The military is severely underpaid (poverty level) compared to the civilian community. Even more, the single sailor is paid far less. A good number of single sailors are not approved to receive single BAQ/VAH and COMRATS and are not given the opportunity to live out in town. Instead they have to live in barracks on-base. Furthermore, the single sailor who does receive BAQ/VHA/COMRATS, loses all three when stationed on a ship. Therefore, he must live onboard ship which is a very poor quality of living compared to all other services and the civilian community. E-5*

## **Leadership Training**

Many personnel believed that the Navy should provide more leadership training, and that the training that was being provided was neither practical or practiced. Some felt that the courses did not represent real life experiences, and quite a few felt frustrated to find that what was learned was not to be used in their command. It was considered to be hard to apply due to a lack of support of and a lack of knowledge of the principles taught in the classroom. Personnel also felt that leadership training should be available for all ranks and should begin earlier in every career. Opinion was evenly divided between those who saw leadership training as a waste of time and those who felt it was good overall. When Total Quality Leadership (TQL) was touched on, it was most often seen as a failure.

**More leadership training should be provided in order to meet the desire and need of our young Navy and to maintain fleet readiness.**

- *LMET classes should be given every three years instead of twice in your career. E-6*
- *With the downsizing, we have been letting go quality personnel that has experience, leadership skills and loyalty. That means, bringing in new personnel, we should be very careful who we recruit and promote. We need to retrain and motivate them again and that will take several years. We need quality leaders to run a military organization and maintain correct discipline. As an E-3, I could lead detail to do just about anything. Now it takes an E-7 and sometimes division officers to do the same job. What went wrong? W-3*

- *I believe the Navy does not provide nearly enough leadership training. I recommend the Navy provide additional training to E-1 thru E-6 and send all personnel to a leadership academy. However, include more tools: time management, human resource management, and an extensive amount of TQL. This would allow the CPO to be equipped with the knowledge and skills needed to lead his men and train his division officer. E-7*

Many training classes were described as not being realistic, hard to apply, and too theoretical.

- *Leadership is by example. So many leaders do not follow this concept or TQM concepts. E-6*
- *It is discouraging to go to a class and learn how to be a leader and then come to a command that does things 180 degrees the other way. E-5*
- *I feel it should be more real life experiences. Less time spent in book work. E-7*
- *The leadership topics/tactics taught are very hard to apply, mostly because one does not get the support needed from Division Officers and Divisional CPO's, i.e: they say, "handle it!", "take charge!", "make it happen!", instead of saying, "It's like this" or "let me know if you need any help with any problem you might have in applying your leadership tactics". I can't identify the problem, but it must be communication or lack of understanding between the leader and superiors. Do CPO's and Officers have different leadership courses that contradict the topics/tact of E-6 and below? Leadership through-out the fleet (should be standardized). E-6*

Some personnel were adamant in recommending that leadership training should begin earlier in every career and should be available for all who are interested.

- *I believe that training for leadership purposes should be available for all ranks, for motivation for advancement and career development. E-3*
- *Should be programmed to begin early in every career, be mandatory, be renewed at select intervals, and be upgraded with each promotion. O-6*
- *Leaders should be trained, beginning before they become leaders. Once leadership is thrust upon us, we learn by a "trial of fire" the things we are later taught in NAVLEAD. E-7*
- *Junior petty officers (E-4/E-5) are required to be leaders, yet we only provide them with basic leadership skills in the form of a correspondence course and P.O. indoc. Develop a junior petty officer leadership course with formal classroom training. E-7*

**Opinion was just about evenly divided between those who thought leadership training was a waste of time and those who thought it was good overall.**

- *Leadership training was a case of contractors taking advantage of the government. This thing was supposed to be a TQL program. It turned out to be one more "touchy-feely" program with TQL on the margin. It was a rip-off. O-6*
- *I've attended LMET twice. Both times I felt it was wasted time as are all the leadership training they provide. I had learned from my first chief petty officer on my first ship. E-9*
- *NAVLEAD is excellent for our people. Need to expand the Senior Enlisted Academy to at least 12 weeks. Sergeant Major Academy is now 9 mos. TQL philosophy needs to be a greater part of leadership training. E-9*
- *I think the leadership training given in the Navy is very good. I have also learned much from watching my senior officers. O-1*

#### **TQL was perceived as ineffective.**

- *TQL programs were adopted, then dropped by nearly all Fortune 500 companies, simply because it was found not to work. The Navy should take example from the corporate world. E-4*
- *TQL is not about leadership; it's about management. The Navy really needs a concerted effort to establish a leadership academy for its junior and mid-level officers. O-5*
- *I find a lot of talk about leadership. It's as if all this talk is just that, talk! And TQL is a joke when seniors don't take it seriously. O-4*

#### **Organizational Climate**

When commenting on the Organizational Climate, equal opportunity policies took center stage. Sexual harassment was on the minds of many personnel as a result of the Tailhook Scandal. Opinion fluctuated between believing that sexual harassment was still a problem in the Navy deserving attention, and believing that it had been needlessly blown out of proportion, receiving too much attention. Other Equal Employment Opportunity policies concerning fraternization, general equal opportunity issues, favoritism, gender, and race came under scrutiny. Many personnel felt that force reduction, base closure, and downsizing had been carried too far while others felt the cutbacks were good and a necessity. TQL suffered criticism because some personnel saw it as working better in theory than in practice. Dissatisfaction was the predominant emotion expressed when personnel commented about job satisfaction, and pay issues were still a major concern to some personnel.

**Sexual harassment was the subject of many comments when EO Policies were discussed.**

- *Sexual harassment: It is my opinion that this topic is being over-employed to the point that it seems condescending. E-7*
- *Sexual harassment has been way overblown due to Tailhook. It's a shame the Navy is too sensitive to the political climate. O-3*

**Fraternization also received much attention when personnel commented about EO policies.**

- *I have been trained in all these areas, however, I still believe the Navy has failed to provide clear, concise direction and policy on fraternization. Additionally, I feel the Navy has gone overboard on their policy on fraternization. E-7*
- *The Navy's fraternization policy is not enforced consistently. Shore commands Navy-wide tend to look the other way from inter-service and inter-command fraternization. If that's the policy, then so be it. Just put it in print. O-1E*

**Other EO concerns including general issues, favoritism, and matters pertaining to gender or race were also the subject of some comments.**

- *The Navy just isn't fun anymore. All the reasons why men used to join the Navy and go on sea duty are all going away to placate the vocal minority. Tailhook was terrible, but effective in exposing the double standard of prosecution between "infallible" officers and run of the mill enlisted. E-4*
- *The Navy is not the place for professed gay or lesbian individuals. Society-at-large is not ready for cohabitation of straights and gays. The military is a cross-section of society-at-large. O-6*
- *EO is a very positive thing. Affirmative action can be and most often is a negative thing. It creates anger and resentment while demeaning those who are selected based on race/gender. O-4*

**Force reduction, downsizing, and base closures met with mixed emotions.**

- *Base closure is hurting everyone in the environment. E-9*
- *I feel the way the Officer Corps is being downsized is unfair and detrimental to morale and effectiveness. Releasing people from active duty due to type of commission instead of by rating performance, will leave many high performers out of a job, while retaining those who do not perform as well. Morale of those left on active duty is affected by watching an unfair, quantitative vice qualitative method of downsizing end the careers of many good Naval officers and friends. This could and probably will leave many who remain anxious about their own career. O-3*

- *Downsizing is good. While in the Coast Guard I learned to do more with less and expand my potential as well as my contributions to the service by cross training and developing not only greater expertise in my career field, but also in others. Better a leaner-meaner service - efficient and effective. More will be expected from Naval personnel, but as a taxpayer myself... I expect no less. Dollars are the bottom line however, personnel must understand quality performance begins with the individual. Better that we have few a dedicated professional ready to serve and/or fight if necessary, woman or man. O-1E*
- *I feel base closure/downsizing is a necessity: trim the fat! Command events are few and not treated with importance. E-2*

**TQL was not looked on with favor by many personnel; however, some thought TQL was the best way to go.**

- *TQL is not being applied properly and is not sustained very well. E-6*
- *TQL--works good on paper, but doesn't hold water in practice. W-3*
- *TQL is a joke and won't work in the Navy. E-7*
- *I believe TQL is the way the Navy must operate to be successful in the future. The more I learn, the more positive I am about it. If more commands used TQL (like my husband's) then job satisfaction would be high and we'd probably stay in the Navy. Since he is not used in the submarine force like he is supposed to be, the job satisfaction for my husband is so minimal it's a wonder he's still in. On the other hand, my command is utilizing TQL and I'm quite satisfied with my work environment. I don't feel like all of my superiors are out to make my job tougher just to make theirs easier. And I feel that I am making a real contribution to my command. O-3*

**Some personnel expressed satisfaction with their jobs, whereas others were resentful due to a perceived lack of recognition and appreciation.**

- *We have an extremely professional command that practices the highest level of integrity, hard work, and customer service. This command is proud-led by competent leaders that carries out Navy policy to the fullest. E-9*
- *I'm on a ship. We stay here for an entire 24 hr. period every four days. We are underway for most of the month. I have no life, and my kid doesn't know me. It is not a good life and no one appreciates the sacrifice. E-8*
- *Job satisfaction: This relates to my already having my B.S. degree. How satisfied would you be if you earned your degree and received no recognition for it? I was enlisted as an "E-3" because I had my degree and would be "getting picked up for OCS out of boot camp". E-4 pay doesn't quite pay back my student loan. E-4*

**A variety of pay issues were still a major concern to some personnel.**

- *I feel if pay were more competitive with the respective civilian counterpart, the Navy way of life would definitely be a more respectable way of life. E-4*
- *To eliminate COLA for retirees is totally unsat!!! Having a retirement with COLA was one of the biggest reasons for staying in. Now with 19 yrs, it can be taken away. No wonder people are losing trust!!! E-7*

## **Health Issues**

Health issues were a matter of primary concern for the personnel of today's Navy. The Navy's current PRT program was seen as a sham and as unfair and ineffective in promoting a healthy lifestyle. Body fat standards and the methods used for body fat measurement were criticized as being inaccurate. Many personnel believed that there should be a Navy-wide program that encourages regular exercise as part of the daily regimen, and there was a fresh recognition of the value of good nutrition in weight control. Without any corrections, it was believed that the Navy will be left with a force of "physically fit fat people" or "skinny wimps". When commenting on substance abuse, many personnel thought that the policy of "zero tolerance" toward drugs and alcohol should be strictly enforced, but recommended more leniency when it came to tobacco use. Medical and dental benefits used to be strong drawing cards for military service; however, they seem to have lost their appeal. Personnel were unanimous in their desire for more HIV/AIDS education, especially with the inclusion of gays in the military.

**Many personnel thought the Navy's current PRT was lacking primarily because a regular program for exercise and physical fitness was not promoted.**

- *The current PRT does not promote a workout routine at all. People who wouldn't normally workout tend to do a couple of warm-up runs a week or so prior to the test and then jog through it. Many just about bust a gut trying to max out with virtually no preparation. The run should be increased gradually to three miles (like the USMC PFT). O-5*
- *The PRT program is a sham. I have seen more sailors hurt because commands don't run the program properly. If the Navy wants its personnel physically fit, then we should adopt a mandatory exercise program that will make people get healthy. Why does it have to stop after boot camp? E-7*
- *It should be required that training for the PRT should be done every day of your command. E-3*

**Body fat standards and methods used for body fat measurement were criticized for being unfair and inaccurate.**

- *The body fat measurement/percentage is so inaccurate and unfair it's a wonder that it's in use. If you happen to have a thin neck you're in trouble, no matter how you workout or how often. I think the PRT standards should be raised and the body fat % be dropped completely. If you are in shape enough to pass the PRT, you can't be too fat. O-3*
- *PRT Program and Body Fat requirements: I believe in being physically fit. I do not agree with Body Fat measurements. Body fat can be measured by three different people on the same person within a fifteen minute time span and you are going to come out with three different sets of measurements and body fat results until the Navy develops a more accurate system other than who pulls the tape the tightest. I believe the Navy should go to a height/weight minimum and maximum according to body build. Either that or look at the bottom line--can a person pass the physical test? I believe that the goal should be to change our lifestyle to become physically fit.*

**Regular exercise and good nutrition were seen as desirable and essential additions to the daily regime.**

- *Make mandatory physical conditioning a part of the workday. This is the Navy--not the athletic club!!! We have become so enamored of the so-called success stories from the private sector that we have lost belief in the fact that we are sailors who at any time may be thrust into the battle. We are encouraged to workout regularly and stay in shape twice a year. Well, I can take five months off and prepare in 30 days to get an above average grade on the PRT. E-7*
- *I feel the Navy does not give a sailor time to practice for a PRT. Time should be given to every sailor at least 2-3 times per week. As it is now, there is no time allotted for anyone to become physically fit except personal time. If the Navy wants to set standards, the Navy should allow Navy time to attain such standards like Marines, Army, etc. E-6*
- *Would like to see more emphasis on command sponsored PT. O-4*
- *I believe the Navy needs to do more to teach personnel about nutrition and offer more nutritionally based menus at its dining facilities. In addition, for overeaters, there should be counseling available prior to level III. Get on the ball--consult Jenny Craig. She deals with the issues better than any of the many programs I have tried. E-7*
- *Members who exceed body fat standards should be allowed to go to a program such as Weight Watchers during working hours. For many of those people, all the remedial PT in the world isn't going to help because they eat too much of the wrong foods. O-3*

**Substance abuse was still recognized as a problem in the Navy.**

- *I am a smoker, who would like to quit, but see no serious programs to assist in this. I did not smoke before I joined the Navy but the Navy climate of the late 70's and 80's almost promoted smoking. It was something to help you stay alert on 36 hr shifts, watches, an excuse to take a break, etc. E-7*
- *The Navy does not put enough emphasis on alcohol abuse and use. It should do more to make our people more effective, efficient, healthy and safe. The same goes for tobacco use. I applaud the ships that are going smoke free!*
- *Even with the strict guidelines that the Navy has governing substance abuse, the military seems to continue to fight an endless battle. I think we need tougher methods to let these sailors that abuse alcohol know that if you use an illegal substance, "you will fry". Until people truly receive the message, substance abuse will prevail in the military structure. E-5*
- *Alcoholism is tolerated far too much in the armed services. There are not enough programs designed to get people to recognize their addiction. Also, it is simply too accepted to "go out and get trashed". Sailors need other outlets for their own money and energy.*

**Many personnel gave medical or dental health care benefits an unsatisfactory rating.**

- *CHAMPUS doesn't work. I will be paying approximately \$20,000. for my wife's surgery and rehabilitation. That's too much. 80% is okay for average costs and average problems. The paperwork is too much. No individual is accessible to help you or tell you why you have to pay each different item. O-1E*
- *In general, there is very little confidence in Navy medicine. Besides fear of medical incompetence, there is a significant administrative hassle. Cost is the only factor tethering patrons to the current system. O-2*

**According to this sample of comments, personnel were unanimous in their desire for more HIV/AIDS education.**

- *I think the military should keep endorsing HIV/AIDS training since we are allowing gays in the military. With this, the population is increasing and leaving the opportunity opened more for the "cause" of HIV/AIDS. The Navy doesn't seem to have direct control of this. It really is a scary thought. Believe it or not, there are alcohol abuses out there who need desperate help. Maybe the program should be more opened for them. E-3*
- *We have increased the Navy's risk to AIDS by allowing homosexuals to join the military. O-6*

- *There is almost NO HIV/AIDS awareness in the service, but much unsafe sex/prostitute solicitation. Before long this can only = much infection. More classes on the dangers of unsafe sex and HIV awareness are needed. I cannot stress this enough. E-2*

## General Comments

At the end of the survey personnel were given the opportunity to make additional comments about any of the topics addressed. These comments have been integrated into their respective topic subdivisions where appropriate. Besides the additional comments about the survey topics, personnel commented about the survey in general, and about allowing homosexuals in the Navy. The survey in general, was regarded with favor. Personnel appreciated the opportunity for feedback, however, they felt the survey was too time consuming. Some personnel were disappointed that there was not a section devoted to the question of allowing gays in the Navy since it is currently a controversial "hot topic".

- *Survey more often! This survey is too long and time consuming! W-3*
- *Excellent survey, thanks for asking! O-2*
- *I was really impressed on how this survey is conducted. It really gets down to some areas that I had no idea ever existed. Very good job on this survey. Keep up the good work! E-5*
- *This is the longest survey I've ever filled out. O-4*
- *Good survey, I hope the results will do us all some good. O-4*
- *Thank you for giving me the opportunity to participate in this survey. It takes a little more than 30 minutes--- more like 60-90 minutes. Keep up the good work. I appreciate everything you guys are doing to make our lives better in the Navy. E-4*
- *Good survey; however, it was too long! O-3E*
- *Whoever figured the average sailor could do this survey in 30 minutes should look for a different line of work. W-4*



## **Appendix A**

### **Detailing and Assignment Process**

## **Detailing and Assignment Process**

Table A-1 presents summary information of the response frequencies for the comments concerning *Detailing and the Assignment Process*.

**Table A-1**  
**Detailing and Assignment Process**

| Category Name      | Subcategory                                  | Frequency |
|--------------------|--|-----------|
| Assignment Process |  |           |
|                    | Too long / not fair / poor                   | 24        |
|                    | PCS Moves                                    | 9         |
|                    | Sea pay / duty                               | 7         |
|                    | Satisfied with detailing process             | 7         |
|                    | BUPERS ACCESS                                | 5         |
|                    | Sea /shore rotation should be more equitable | 4         |
| Detailer           |  |           |
|                    | Difficult to contact                         | 11        |
|                    | Uncooperative                                | 9         |
|                    | Helpful                                      | 3         |

## **Detailing and Assignment Processes**

### **Assignment Process**

#### **Too Long/Not Fair/Poor**

*The Marine Corps should have its own medical personnel to eliminate different standards for corpsmen stationed in Navy billets and those of us in FMF billets. E-6*

*I interviewed for and was selected to be Maintenance Chief for the Blue Angels; however, my detailer would not release me. The billet was for an ATCS not an AECS. He also stated that he has 13 unfilled AECS billets at sea and when I rotate, I'm going to sea, not neutral duty. I extended and spent 5 yrs on sea duty at my last squadron. Then I had to accept orders to Key West, FL. because there were no shore duty orders available for an AECS on the east coast. I think there should be a little more give and take. E-8*

*With the number of ships being reduced and billets on more ships opening to females, how can detailers justify that: "in order for SWO's to succeed, they must spend 12 or 14 years on a ship". Some future statistics would be helpful in determining just how much time SWO's as a whole be afforded at sea given the situation above. O-3*

*The disapproval of the third overseas tour is unfair. If they want to stay, let them. There is enough rotation to provide everyone with their wants. E-4*

*In 20 years of service I have only had Stateside offered one time for a 33 month tour ashore. W-2*

*7-8 years at one command would stagnate radiomen and other ratings due to technological changes and would make personnel less versatile. E-7*

*My detailer told me to visit him personally to further discuss my orders. I drove my family from Charleston, S.C. up to the detailer's office in order to do so. That was approximately a 12 hour drive. When we arrived, I pretty much got a "cold shoulder" and was told I had no choice in orders. The choice had been made for me. A great inconvenience, not to mention the waste of effort, time and money on my part. E-5*

*The officer preference card is an obsolete method. O-5*

*Would like info from detailer about billets available, what types of jobs they are and what effect they would have on my career. That set of questions re: five years extended sea duty is crazy. A person gets burnt out and shore duty is necessary. Few will "sell out" that break just to wear themselves out physically and mentally. E-5*

*Detailing process for enlisted personnel is terrible. We treat our people poorly. BUPERS does a poor job in coordinating with the command prior to releasing orders. Detailer's contact with enlisted personnel is poor. E-5*

*The detailing process for the last 16 years has seemed to be WHO you know. If you know the right person, you get what you wanted. O-1E*

*None significant; however, I would like to see more common sense in detailing senior enlisted personnel---shore to sea. Put them where we need them, not where we can save money. O-4*

*Being on board a ship and being separated from my family for the time that we are is hard enough. There is no way I would want to spend any more time than I have to. E-6*

*Being transferred from sea duty could go both ways. I think if you wanted to stay or go, that decision should be automatically given to you by the Navy, no questions. E-4*

*Give geographical background's homeport of choice for extensions of sea duty. E-9*

*My last assignment was London and I wanted to stay anywhere in Europe, but was forced to come back to the states.--It doesn't seem to make sense. O-3*

*Sometimes the detailers treat you as a number. They don't give you the leave or the school you desire which makes it hard for personnel to keep their morale up, especially going from shore to sea. E-7*

*When I completed "A" school, I didn't know that I would have to serve the remaining enlistment of 3 1/2 years on a ship. Myself and my peers believe that BUPERS should review how sea/shore rotations are handled. With the better training we receive, it is morally a turn off to "stick a booter" on a ship for their complete enlistment. The first enlistment is going to determine your career. Make better incentives to keep the member in service instead of recruiting and training more. It is a waste of taxpayers money to train new personnel then see these people get out of the Navy. With the cutbacks the Clinton Administration is pursuing, I believe the taxpayers, along with the Navy, would benefit with the savings of taking better care of service members. E-4*

*It seems that getting SPOUSE duty orders is becoming very difficult. Will we both be able to complete our chosen career? This is a source of great concern! E-7*

*I am currently onboard a decommissioning submarine stationed in Bremerton, WA. My EAOS is approaching and I wish to reenlist and stay in Bangor to facilitate my wife's career, (she makes as much as I do) and our overall quality of life. After speaking with the detailer I was told the only place available for duty was Pearl Harbor, HI. This will be the over-riding factor in my early separation. It seems to be a shame that a sailor such as myself (E-6 in 4 years) is not staying in, due to duty assignment. E-6*

*I was willing to go on a ship or overseas when I entered the military because I was single and ambitious. It was denied because I am TAR. Now I have a husband and 1 yr old son and they want to put me on a ship, away from my family! What's up? E-4*

*Neither location nor ship type to which I was assigned were choices I listed on my 1306 forms. I basically had no choice in the matter, and am very unhappy with what I am "stuck" with. E-5*

*Implement the now defunct, preferred choice duty station after a tour of overseas deployed sea duty. E-4*

*Very concerned about career path and selection boards as a result of extended time to promotion. O-4*

## **PCS Moves**

*Member should be given an opportunity to select an overseas assignments of his choice regardless of the numbers of his dependents. W-2*

*I believe that top priority should be given to orders that would be in the same area of geographical location and/or location of request. (Sea duty to sea duty at same N.A.S.) E-5*

*Cross country transfers being curtailed/decreased limits potential billets in nursing community. The Pacific/Atlantic junior nurse cross detailer idea seems limiting. O-1E*

*During my entire Naval career, I have never been able to make house hunting trips due to short fuse orders -- 30 days or less. E-6*

*There could be more large savings in managing long distance transfers better--by reducing the amount of long distance transfers. E-6*

*When people move from station to station, if they stay in a hotel, barracks or wherever, they usually have to pay extra for dogs or cats. I think that most people, families, have had pets for years and they don't want to give them up. Maybe each base could set up a temporary housing for animals for families in transit. E-6*

*I am worried that coast to coast moves are going to become more difficult in the future! O-2*

*I enlisted on the west coast, was sent to the east coast, and find it almost impossible to get orders for my military spouse and I to get west coast assignments. E-5*

*Too many PCS moves required. In days of reduced funding, working spouses, etc., PCS moves should be reduced! O-6*

## **Sea Pay/Duty**

*I would extend on sea duty for a period of 1 or 2 years if some kind of compensation was made available. O-1E*

*I am a Seabee and we don't receive sea pay even when we are deployed and I don't think that is fair at all. We work just as hard in extreme conditions, just like a ship. E-5*

*Sea pay as it applies to the Warrant Officers should be reviewed because when I made warrant my sea pay went from \$340 to \$270. Also in order to draw qualified personnel to the Warrant Officer ranks, pay in grade should be more in line with the LDO ranks. W-2*

*I am limited by NEC's to Tenders and SIMA's. I would like to see Tenders receive sea pay comparable to combat ships. I have spent as much time at sea on a Tender as most sailors do on a destroyer. E-7*

*Sea is hard. Pay does not reflect the duty required as compared to duty ashore. Am very interested in overseas duty and incentives program. O-1*

*Sea-pay on tenders wouldn't even make the sea-pay increase attractive. E-7*

*Shore rotation should be considered upon number of years of sea duty. O-3E*

## **Satisfaction with Detailing Process**

*Overall process appears fair. However, as you increase in seniority, the ability to interact face to face with the detailer during field trips decreases. E-9*

*I am very satisfied with the detailing process, all things considered. O-4*

*I am relatively satisfied by how the detailing process currently works. However, more money is always a strong incentive. E-6*

*I have personally been very lucky to have good access to the detailer, and also be able to talk with them one on one; but I know many others who have not been so fortunate as I have been. O-6*

*I have been mostly happy with the detailing process. O-1E*

*I think the process is amazingly effective and accommodating (as well as personalized) given the mass quantities of people and complex systems. O-2E*

*Satisfied! O-3E*

## **BUPERS ACCESS**

*BUPERS ACCESS needs to be improved! Not very user friendly. O-3*

*If possible, make "current availability list" which detailers utilize to make assignments viewable on BUPERS ACCESS. E-7*

*BUPERS ACCESS not kept up to date that well! O-2*

*BUPERS ACCESS was supposed to have billet availability. Currently for my rate it doesn't. Until it does, I will rarely use it. E-7*

*You gave us BUPERS ACCESS which could be a wonderful tool, however all detailers should be REQUIRED to use it in the same manner. Currently, some use it extensively, others hardly at all. E-7*

## **Sea/Shore Rotation Should Be Equitable**

*Five years beyond normal PRD is a bit extreme. For someone with tour length of 48 months, that would mean 9 years continuous sea duty. E-9*

*When I last talked to my detailer. I was told I had to be on sea duty for 54 months. That's an awfully long time for anyone to be on a sea going submarine. Sailors on my boat get out because they don't get a chance to see the other side of the Navy (shore). I've seen plenty of good sailors return to the civilian job community because of the way we are treated on our submarine. E-5*

*The only thing I can think of is that I support women on combat ships, so that men and women can have equal sea, shore rotations. E-5*

*Open more sea billets to female. Male-female assignments on both shore and sea billets are out of proportion. E-6*

## **Detailer**

### **Difficult to Contact**

*The system designed to contact a detailer is poor. I've been on hold up to 40 min each time I've called. Then after you've gotten through, they have very few answers to your questions. The majority of people I know feel the same about the system. E-3*

*Access to detailers is still too hard by phone. The attitude seems, We don't care. "Take these orders or get out." Every decommissioned ship should get a detailer trip. E-9*

*I have no clue or idea as to finding out how to see my detailer. E-4*

*I have never been placed on hold when calling my detailer; however, it can often take 3-5 days of calling nearly constantly all day (7 days) to hear the phone ring. The norm is a busy signal. E-8*

*It is very difficult to contact detailers from overseas (Guam). This last transfer was a nightmare because of the difficulty in getting in touch with detailers. The phone would be busy (if the call could even be made from overseas) or the detailer was "out" or "on a board." The command finally sent a message. O-3*

*Each rate and pay grade, sea and shore, need more than one detailer trying to serve the entire Navy. I have spent countless hours trying to get hold of my detailer. E-7*

*The number of phone lines and detailers should at a minimum be doubled. You get busy signals for hours trying to call your detailer. E-7*

*Detailers phone is always busy and very difficult to reach. Choices of duty stations are very limited even when known open billets are available. E-9*

*Contacting, detailers is very frustrating. It's hard to get through and when you do, you wait, and wait, and wait. W-2*

*Officer detailing seems to be much more accessible to me than the enlisted detailing was. O-1E*

*It is very hard to get in touch with my detailer. The line is constantly busy. E-4*

## **Uncooperative**

*When called, my detailer stated that he had NO billets at the duty station I requested when I was up for transfer. Only upon my visit did I find out about an opening which I wanted. E-7*

*Detailer could make this a much better Navy by providing a better choice for sailors instead of filling a slot. This may seem unwise, but the quality of performance would exceed its potential if the individual was happy with his job. E-5*

*Detailers give you a select batch of billets. If you call a different detailer you get a different selection. Why are detailers reluctant to give you what you want if they have it? E-4*

*More thorough screening of detailers, (especially TAR). Many lack customer service traits--can't handle the pressures of daily decision making! Also some do not take the time to research billet availabilities. Many more sailors could be serviced properly with added effort. W-3*

*Detailers shouldn't lie about assigning someone to sea duty for rotation purposes, if the assignment doesn't count for that! E-5*

*I feel the detailers should consider a more even distribution of women in all available billets, especially when pregnancy is an issue, i.e. married. E-7*

*The detailer should make an effort to locate a sailor near his duty choice. I have never gotten any orders close to my choice. E-6*

*My present detailer is hard to deal with, as well as my spouse's detailer. O-5*

*As a CWO my detailer is great. When I try to deal with enlisted detailers for my troops, I hit a brick wall. Uncooperative and nonresponsive--almost disrespectful. What happened to "personal detailing"? Poor. W-3*

## **Helpful**

*I've never had a bad detailer or a bad experience with one. They perform well at a job that I wouldn't have at any price. My last detailer was a saint and saved my career. My current detailer is stacking up to be a carbon copy. I don't know where you get these guys, but I'm sure glad they're there. W-4*

*My detailers have worked with my wishes and with my commands' wishes very consistently. I have been treated right. O-6*

*Detailers are doing a great job with my paygrade (E-9). I definitely understand the very slim chances of getting what I want. This is my 4th year in sea duty. E-9*

## **Appendix B**

### **Quality of Life**

1

## **Quality of Life**

Table B-1 presents summary information of the response frequencies for the comments concerning the *Quality of Life*.

**Table B-1  
Quality of Life**

| Category Name                     | Subcategory                   | Frequency |
|-----------------------------------|-------------------------------|-----------|
| Service Member and Family Support |                               |           |
|                                   | MWR                           | 17        |
|                                   | PSD                           | 12        |
|                                   | Child care/Family Services    | 11        |
|                                   | Education                     | 4         |
|                                   | Medical/Dental                | 3         |
| Quality of Life                   |                               |           |
|                                   | Negative Comments About QOL   | 24        |
|                                   | Positive Comments About QOL   | 10        |
| Housing                           |                               |           |
|                                   | Substandard                   | 6         |
|                                   | More should be made available | 4         |
| Pay and Financial Concerns        |                               | 7         |
| Single Sailor                     |                               | 3         |

## **Quality of Life**

### **Service Member and Family Support**

#### **MWR**

*If MWR is supposed to be for the morale, welfare, and recreation of the military, then why is it that when military personnel suggests something that would improve the MWR system, it is hardly ever looked into. As for this base, our gym needs an A/C unit, but no one seems to have any answers as to why one can not be put in. Base teams that represent are not fairly picked. E-4*

*MWR is very much worse than it was 5 years ago. Reduction to their non-NAF budget has caused this. Several activities on this base have been curtailed due to these funding cuts or non-profitability. Officer housing on this base is poor!!! My quality of life would improve if my pay was equal to that of my civilian counterparts and the Navy/DOD would stop taking away from my health care benefits. E-7*

*I am presently stationed with Navy activities aboard Tinker AFB. Our MWR needs are not completely met. We only draw \$1.50/person from the base and do not share any of the AAFES profits generated by Navy family participation in commissary/exchange sales. E-9*

*I see more emphasis placed on spending money on child care services and youth-oriented activities than I see on activities for sailors. The whole MWR effort is being strangled by costly programs and stodgy regulations associated with child care and youth activities. This results in half-baked athletic programs, fitness activities and facilities left for sailors. If MWR management could divorce child care and youth activities from its budget and staff requirements then some management could concentrate on preparing a diversified program for the sailors and ensuring that program's success. W-3*

*If you don't own a boat and fish, the only alternative is drinking, which MWR makes readily available at many locations. E-8*

*It is my opinion that the MWR has lost its purpose in serving the Navy and its personnel. The MWR now is only concerned with making a profit. Emphasis should be returned to the service personnel. Many activities are either closed or not available due to the lack of funds or is not a money maker. I feel that appropriations should be returned as they were in the past. MWR is failing the service member by being in the non-appropriation funding. O-2E*

*I feel that the MWR should hold more activities for the people who live aboard ships. The Navy should help those who live on board try to move off board or have more things for them to do. E-1*

*Local MWR programs are poorly managed. Hours of operation are not consistent with working hours. PSD hours require students to take time off school hours to complete business at PSD which cannot be handled by their PLR. Customer service is not stressed and neither is courtesy by the civilian staff. E-7*

*It is my honest opinion that the MWR at my base is the most poorly managed in the whole Navy. Their theory of operation seems to be: If it doesn't make enough money to pay all of our managers (and they have many) we'll shut down another facility. When will they learn that a reduction in services does not equal an increase in demand? The child care facility has a waiting list so long, it is ineffective to plan to use it. (3-4 months) My family and I live 20 miles away from the base, (due to availability and expense) and therefore my children do not get to utilize the youth programs. E-7*

*From my 25 year perspective--the more and better your recreation facilities i.e. gyms at sea and ashore are, the happier you and your personnel are. O-6*

*I like the MWR concept. It is a great help. Unfortunately, I don't like my tight quarters and 12 hr. workdays. I own a personal computer and I can't even keep it on board. I bought it to keep me occupied at sea. E-4*

*MWR is a great extra benefit! E-3*

*MWR here is great!! They have numerous activities and events going on all year round. E-5*

*MWR is very nice to have. I am able to save some money purchasing tickets from it. Navy and Marine Corps Relief Society is outstanding. I have used this service about 3 or 4 times. The Navy (we) needs more services like this. E-6*

*Due to my job on board the submarine, I do not participate much in recreation activities. However, my perception of what affects morale and quality of life the greatest is the attitude of the command. O-2*

*Very little MWR on NAS New Orleans. C.O. does not seem interested in family-type activities. E-6*

*My present work schedule and workload does not allow much free time to pursue voluntary education or any other MWR functions. E-4*

## **PSD**

*As I am a division officer, I am concerned about the quality of support provided by my servicing PSD to my subordinates. I had a situation recently where a member who is being assigned overseas had to prompt the PSD on steps needed for overseas screening, etc. This is made worse by the fact that another individual had the same experience. I also have a large number of reservists who work for me and PSD is at best, indifferent to their needs. What happened to the one team concept? Travel claims can also take far too long to process. Unhappy? You bet!! Need to get PSD's squared away! O-1*

*Physical fitness must be mandated to be included in any ship's schedule. Most opportunities for such training are wasted on petty admit requirements designed to achieve a "block check" for placating some outside agency or another. The PSD concept has failed to do anything more effectively. The program should die quickly. O-3*

*PSD--My squadron doesn't even have a rep at PSD.E-5*

*While in PSD, most of the time no one knows the answer I am looking for. I was, in one instance, shuffled from one person to another. Very upsetting. E-5*

*PSD here at Tinker is worst I've ever encountered. Service record maintenance is unacceptable. Records are not up-to-date and info submitted is repeatedly lost. Good conduct awards program is non-existent. Customer service is poor at best. Family Support Center needs some Navy representation. Drug/alcohol treatment and financial counseling is terrible. This has a direct negative impact on Navy personnel stationed on an Air Force Base. E-8*

*PSD onboard ship is unresponsive to needs/requests and is inefficient. E-3*

*PSD is not service oriented. Travel claims take 30-40 days for liquidation and are frequently incorrect. O-3*

*PSD's are constantly undermanned. Tenant commands are overmanned. Fleet separations, discipline cases and retirements are being transferred to PSD's for processing. Buildings utilized by PSD's are not designed to serve its purpose and tenant commands are not willing to support the PSD, PLR and DDS program. Civilian clerks on PSD's are always seeking for new jobs due to the GS classification system being too low for the amount of work involved on a PSD. E-8*

*The working hours of the family support programs and PSD's conflicts with my working hours. E-4*

*Make PSD's a quality of life activity and ensure full manning. Poor manning begets poor service which affects morale of serviced commands. Need to improve procedure in family advocacy program. Currently, the member is considered guilty as soon as a complaint is filed and he/she must prove their innocence. Flagging records is ruining careers and costing us good sailors often for frivolous charges. W-4*

*PSD's should be the #1 Quality of Life Issue. PSD's affect pay, advancement, education and MORALE. When you only have 50% manning, your service can only be 50%. Why is the Navy cutting PN's/YN's/DK'sst PSD's first? --Because they are "support" and not operational-- But who gets the complaints if pay is screwed up, PSD's. In the drawdown PSD's should be hit last-- to provide support to our outgoing shipmates. As a ship's clerk/74/CWO and a former PNC, PSD's have not received Navy support. This is a sailor's #1 quality of life problem. W-3*

*PSD is improving greatly since I first arrived. E-5*

## **Child Care/Family Services**

*Child care for mid watches is almost non-existent. If I didn't have family in the area, the situation would be extremely difficult. E-6*

*Not enough child care is available on base. I put my child on the waiting list before he was born, and I still have not been called. (He is now 10 months old.) O-3*

*Child care: Weekend child care not available. On ship we stand duty on the weekend. E-8*

*To my surprise I couldn't enroll my child in the summer camp program through the MWR because he is hearing impaired and I requested to have an interpreter for him. I went through my chain of command and the chain of command through the base for 5 months to get an answer of NO, I couldn't use the facility for my child. The hours were great and the facility was just down the road from where I work. Now I ask you, how is the Navy taking care of its own if I can't use the facilities available to me. I'm told they don't have to take handicapped children. This is why I'm in the EFMP! E-4*

*I could not answer question XX so fairly because daycare at NAS Willow Grove is inadequate for my family's needs so my wife would not have to work outside the home. The waiting list for day care ranges from 6 months to a year. Now daycare is closed on Sundays, which if you have two military spouses, makes it impossible. The only reason I can afford a home is because I'm an E-6 over 12. Housing was not available because we only have 2 children, unless we lived 50 miles from base. I can't use on-base education because of my responsibilities at work. My work hours vary too much and too long, 12-18 hours, 6-7 days a week. (I don't mind) but it leaves no time for anything else. Its because I'm in a RESFORCE squadron and I'm a TAR. E-6*

*Family services, support programs and base housing at this duty station seem to be poorly managed and improperly administered. Key personnel at N. W. S. Earle have (in my opinion) lost touch with the importance of taking care of people stationed here. Overall, my experiences with Navy family support programs have been good, so I believe this duty station is the exception rather than the rule. E-7*

*My families quality of life would go up if the Navy eliminated most of the Family Support Programs and wasteful MWR Programs and instead provided a pay raise that is supposed to be compensated by these programs that few people need or use. E-7*

*The Family Service Office exceeds its potential at times by getting people into trouble. Confidentiality and compassion could go a long way when people are having trouble in their lives. I've seen people who are in charge not give a damn because he wasn't one of their girls or boys. This is a cruel society we work in so let's make it better. E-5*

*Military child care is too expensive for the services given. Civilian centers are cheaper and provide better educational opportunities. E-5*

*I feel the base day care fee schedule is very inequitable, I am forced to send my two children to an off base child care center because I can't afford the on-base child care rates. The private facility doesn't make rate determinations based on rate or rank. The on-base facility is approximately 40% higher than a comparable off base facility. The current rate system at this base appears to me to discriminate against officers. I am all for the Navy's interest in providing quality, affordable child care for its people, but think the rates should be more equitable. O-4*

*Family services are great, but should start in boot camp. This might keep problems from hitting the fleet. MWR is doing a good job, but could do more. PSD is always a time consuming event--it will always take more time than what sailors have. O-1E*

## **Education**

*Navy Campus Counselors on the whole appear to be very knowledgeable. However, most seem to have a dislike for a very valuable program-- specifically, Regents Program from the University of the State of New York. E-9*

*Being on a ship makes getting a college education somewhat difficult. However, within the past year, I've noticed an improvement in the ESO and tremendous support for education aboard the U.S.S. Guam. Yet, I feel there is still room for improvement and I would like to see the availability of more courses instead of College Algebra, Basic English, etc. E-4*

*I like the fact that I can go to school to better my life, but I feel TA should cover books also. E-3*

*I would like to see an expanded offering of on-base courses. This would make getting an off-duty education easier for me and will not interfere with my work schedule. E-5*

*The budget cuts are approaching an area which should remain; it is tuition assistance. Pursuing voluntary education should always be an option for our sailors. An educated sailor is a better sailor. O-2*

*When I came in the military, I had planned on going to college after my enlistment was up. So I never looked into any of the voluntary educational programs. As far as the family support programs go, I really don't know anything about them. I've just recently been married and my command hasn't told me about any of the programs the Navy offers married couples. I wish the Navy would offer a course on all the different programs the Navy offers, for single and married. E-3*

*Apprenticeship program opportunities only go to personnel with higher rank. Voluntary education is not available as stated; i.e., class size is limited and there are charges for "free" classes. E-3*

## **Medical/Dental**

*I would prefer military medical over CHAMPUS, but due to Carswell AFB closing, my family is forced to use CHAMPUS. The Dallas PSD is the worst PSD I have ever seen, it is severely undermanned and inexperienced. O-3*

*Although we are receiving free dental/health care, I, as an E-4 single person in the Navy, only make \$35./day and I've been at my job, so to speak, for six years. I have received my pay raises with making rank and Congress's passing of military pay raises, but I am still in the category of poverty pay scales. In the civilian world if you are married you do not receive extra pay. Why then does an equal shipmate of time in grade and everything as I, get more pay per period? E-4*

*Medical care is not readily available for dependents so we are forced to use CHAMPUS. The cost of living is very high in Key West. I work 2 part time jobs to supplement my income just so I can save some money. Overall, I love being in the Navy, but I detest my duty station. E-8*

## **Quality of Life**

### **Negative Comments About QOL**

*Currently assigned to USN billet in Midwest. No Navy facilities available. BUPERS ACCESS not available to all. Force reduction is a terrible mistake. Implement 15 year retirement to everyone if necessary. Please -- no more sexual harassment, TQL, or drug lectures. You oversaturated the market!! "EFM Program" and job security important to me. Spouse with terminal cancer. E-6*

*Police reductions, both military and civilian, have created more consternation than any single issue I've encountered in 25 yrs of service. W-3*

*We need better tools to complete our jobs in better time and competence. E-4*

*I don't agree with the ranking procedure of my command. W-2*

*Today's sailor wants more time with family than at mandatory command functions. We don't have 70% single anymore. Stop trying to entertain us. O-3*

*The Navy helped me obtain my education, but is too authoritarian for me. They would be better off asking people to do things instead of telling them it is mandatory. O-1E*

*Living in Germany on the economy is much better than living in Army military quarters on base. I am fortunate, in that upon arrival I had the choice of living on or off "post". Newly arriving Navy personnel no longer have the choice since there are now sufficient quarters for all military personnel. I believe that many Navy personnel would prefer to live on the German economy rather than in cramped, poorly maintained, and very badly managed military (army) quarters here in Germany. Give the sailor a choice! O-6*

*Quality of life is just another buzz phrase. It is politically expedient to talk of this. I see NO concurrence at the local small command or shipboard level. This is the single largest reason that the Navy's best sailors are leaving the Navy. I am applying for early retirement and 50% of the reasons are quality of life issues. If the Navy were a business, it would go bankrupt due to the way it treats its employees and especially their families. All the programs for taking care of our families are just words that are written down to cover the Navy's image. I am disgusted with the lack of local command support for my family and my sailor's families. There is no accountability to these small commands. O-1E*

*No Navy facilities available at current duty station. E-6*

*The quality of life on a ship: living conditions are poor to intolerable 50% of the time. Meals and mess are entirely too monotonous. 50%-70% of the time there is no hot water or no water at all. Living spaces are kept fairly clean, but the Navy should downsize the compartments, "berthing" aboard this ship. We have 106 people, 4 showers, 4 toilets and 2 urinals-substandard. E-3*

*QOL difficulties are a result (primarily) of unpredictableness of water, electricity and/or telephone service - and the difficulty and delay in getting repairs (e.g. home, telephone). Theft (cars, home break-ins) is a major problem. Fortunately my spouse is active duty and we can afford decent housing. I am often concerned about the personal welfare of my subordinates (enlisted, jr. officers). Just one example: inability to live in a reasonably warm home during winter months unless accompanied and living in housing or living in the barracks. (No BOQ, limited officer housing). O-5*

*1) The galley at Patuxent River, MD. is closing in 2 months. MWR is taking over the galley. This was one of the last real benefits we had. Prices for food are expected to double with no increase in pay. 2) The handling of geographic bachelors is less than adequate. At the E-7 and above level, they put 2 people to a room, soon after moving in. Then came the rumors of making us pay so much a day or vacating entirely. This is unsat!!! 3) Cannot buy cigarettes at Pax River, Md. A brand new facility was opened several months ago, but a last minute decision was made to remove the cigarettes. Presently, I drive to Andrews Air Force Base, over an hour away to make my purchases. 4) MWR charges for all services, now, that used to be free. You must pay to use the nautilus center, auto hobby shop, wood shop, indoor swimming pool, etc. 5) The Navy Exchange used to be a bargain. Now I can buy the exact same items at Wal-mart or K-mart for a better price. 6) The price of gas on base used to be a good deal. Now I can buy gas right outside the gate at identical or cheaper prices. E-7*

*QOL in SIGONELLA is the worst I have experienced in my Naval career. MWR is too expensive! Housing is either too long of a wait or people will accept anything just to get on base. Water is non-potable, etc. PSD is non-responsive and shows little or no respect to senior personnel. This tour will be my last. W-2*

*No longer have Navy campus representative on base; Gym facilities poor; Child care rates just increased; BOQ unsat; Off-base housing \$1200, on average; Only one Masters program available; PSD PAT team unsat. O-1*

*I don't like Guam. Typhoons, earthquakes, rolling black outs, (load shedding) and water rationing make life miserable. The schools are terrible. I'm tired of the Navy bashing by the local media and government officials. It takes too long to get into family housing. The MWR facilities are overrun with "local" employees. PSD/NATO rules are a hassle for planning PCS moves. Get me out of here!!! I'm one of the happy campers. O-5*

*The area I can afford to live in is not near enough to my command for me to utilize many of the quality of life programs covered in this section. Of those that I have used in the past, service was poor and the people rude! E-7*

*I've devoted 24 years to this organization (Navy) and am somewhat offended to receive this survey covered with a letter addressed to "Dear Navy Member"! 2nd - There are a lot of good things and people associated with the Navy. Some things need fixing including: a) excessive number of relocations/PCS moves required for a successful career b) reductions in flight opportunity and flight pay for officers who have continually increasing responsibilities resulting*

*in a virtual pay freeze over 22 years c) failure of the Navy under TQL to make better use of its Reserve component (especially compared to the other services). O-6*

*Naval Weapon Station Earle is under staffed and under funded in the following areas: MWR, medical, and PSD. Navy Exchange is pathetic. Lack of concern for well being of sailors assigned to ships home ported at Earle. O-3*

*Guam could be a decent place to live (earthquakes & typhoons once per month included) if the Navy took care of its folks the way the Air Force does at Anderson AFB at the island's northern end. Read the IG report. Housing is substandard and there is an inadequate number for families and non-existent for singles. BOQ/BEQ are something out of WWII. Rec facilities on base are limited and run-down. The commissary is always out-of-stock on basics and a large number of non-military government subsidized xxxxxxxx can buy unlimited quantities of food. Its been 2 months since the big quake and none of the base roads are repaired. Anything in town is outrageously expensive. Subic Bay was heaven compared to this. O-2*

*I work in a machinery room on board USS America CV-66. We are very undermanned! I have been 6/6 ---six hours on , six hours off. It seems that nobody is trying to get more people here to get the manpower up. It makes it hard for personnel to keep a motivated and positive attitude about anything. We are so short handed we have chiefs and other high ranking personnel standing watches! I think the Navy should focus more on this subject. It really brings the morale down on my fellow workers, and it makes it hard to keep on alertness at all times. It is a very dangerous job, and I think we should have better working conditions and hours in the future. E-4*

*The Navy is generally the hardest service for personnel demands and family separation. Therefore, it should be the best in housing and MWR facility while you're not at sea. This is a big reason for my unhappiness in the Navy and will be my main reason if I do choose to get out.*

*The Air Force has set the example - its unfortunate the Navy has not followed "full speed ahead?" O-3*

*The Navy would be a lot better if they cared more about the families, but all you ever hear is "your family wasn't issued to you in your seabag" and I really feel that statement sucks and it really takes away from mine and a lot of other peoples' morale everywhere in the Navy and that is why I will probably get out of the Navy! At my command they try so hard to train us about sexual harassment that they end up bashing the males, saying that it's all our fault and in a lot of cases it's not!!! E-5*

*In general, the Navy is doing a good job at taking care of its own. Some specific issues that could be better addressed are: 1) Better service at Naval Medical Centers. General clinics are dangerously undermanned with no preference for active duty. 2) Commissary/exchange prices are no longer "a good deal". Competition from civilian vendors have made current system no longer what was regarded as a benefit. Updated marketing practices and especially management is in desperate need. 3) Separation services, especially for retirees, need to get better fast. If we are going to SERB, VSI, or early retire someone who has faithfully given us 20 years of his/her life, deserve much better care than currently is given. How about using some of*

*our graduate school candidates as an active duty liaison for civilian transition job placement service. O-3E*

*Focus should be on improving quality for sea-going commands. E-6*

*Currently fair, but taking a turn for the worse. By closing the base before relocating the ships, you are removing the whole family support structure. O-2*

*I have enjoyed my career, however, I am a little concerned about the overall quality of Navy life as I have known it. Sometimes I feel that the rights that we, the American military people are here to protect and preserve for the people of this country are lost or severely limited to us! E-7*

## **Positive Comments About QOL**

*In my 26 years in the Navy, I have had the honor of serving the greatest armed forces ever exist. The only regret after so many years are for those individuals who never appreciate what the Navy has to offer. You'll never know how great it is until its gone! E-9*

*In order to have an effective fighting force, we need top notch personnel. People stay in the Navy long term because 1) they love the job 2) their families are supported and provided for. In spite of budget cuts, restructuring, etc., we need to continue to make the Navy an exciting, enjoyable career and provide adequate support. O-2*

*Even though I am leaving the USN to further my college education, I am very happy and fortunate for my experience in the Navy. I realize that the civilian work force is not perfect either, but at least I have the right to choose and be heard without being treated like some khaki's young kid. (due to my rank) E-4 3*

*The Navy is a great way of life! E-5*

*I enjoy the Navy! I wouldn't change a thing in my Navy career except my broken service. I plan on going beyond a 20 year career. E-6*

*At my point in my career (almost over) I have about all I need from the service. No complaints except one small one, the NEX seems a bit pricy, but so what? O-5*

*The Navy has made tremendous strides in the quality of life over the past 5 years. The sailors of today have living conditions superior to most young people in America. Family housing has made tremendous strides but needs more emphasis. Family counseling needs further expansion. The Navy also needs to continue the strong push on TQL training. We can never allow ourselves to revert back to the Navy of the 70's. Congress needs to continually be reminded of this! E-9*

*I am glad I joined the Navy and am satisfied with my career progression and job specific conditions but I hasten to add that I am in many ways, lucky, because I know many cases where conditions conspired to cause members to decide to leave the Navy. Professionals who are*

*treated unprofessionally gradually get fed up and leave. There are many specific examples I can cite but unless you care to sit and talk about it I'd be wasting my time detailing them here. We can probably get lessons from large corporations who have to manage large budgets and personnel posters, and who do it for profit, on how to improve our "people handling" skills. O-6*

## **Housing**

### **Substandard/Needs Improving**

*The housing, the barracks, and the facilities onboard NAS Key West are old and in serious need of repair. It is too expensive to live on the economy, so we are stuck living in housing that is cramped, and in my opinion, substandard. The Navy Exchange and the Commissary are operating for the convenience of the employees and not the customers. There is nothing available to the young sailors that live on base for entertainment but one small fitness center and the club. There are almost no programs for teenagers available on base. E-8*

*My barracks are in terrible shape. They're 1943 vintage. The walls are falling apart (paint). The plumbing rarely stays working properly. It gets down into the 30's at night, and our AC, which is central vent air, is still going. No one seems to care about our living condition. E-3*

*The "quality" of housing available and "security" have been the main reasons I have refused to utilize base housing. The enforcement of housing regulations, stronger "off-base" housing security not just in name, but in practice needs, demands a higher priority. One of the strongest factors in my continued and consistent superior performance is knowing that my family is safe and if help is required, it will be there quickly and be responsive to their needs. Off-base "Navy" housing has a poor track record in this vital area. As a military organization, our efforts and money can be better utilized in this area and needs to be. E-9*

*I think the Navy needs to put some increased efforts in the Navy housing situation. All too often housing is inadequate and not up to civilian living standards. The Air Force has an outstanding accountability program in force for their base housing. Housing members are inspected on a daily basis for the cleanliness of their yards and adjacent external surroundings. Individuals that check out are all under extreme requirements that match or surpass high Air Force standards. This is not a difficult area. With a little initiative and planning, we too can have the same stringent system in place. O-4*

*At my location, housing is not available or in disrepair. Two recommendations: 1) Allow military release clause in off-base lease agreements to include complimentary moves to base housing, when available. 2) provide the station housing department with ample funds and accountability to maintain and improve station housing. O-1*

*Housing--Houses are very small and very unimproved. I hate living here and am moving out Nov. E-5*

## **More Should Be Available**

*If I could get Navy housing, my financial standing would improve, and I could afford to re-enlist. E-4*

*I think all commands should give base housing to all paygrades instead of reserving housing for E-4 and above. Especially with the current downsizing of the Navy. E-3*

*More good quality, low crime, government housing needs to be made available. E-3*

*One of my biggest complaints with family housing is with the housing policy of the different services. How can the Air Force/Army assign housing to its senior enlisted without requiring dependents to qualify for three bedroom units while Navy/Marines refuse to assign its senior enlisted the same way? In my opinion, all senior enlisted E-7--E-9 should qualify for three bedroom housing regardless of dependent status (must be married of course). E-9*

## **Pay/Financial Concerns**

*Increase military pay to correspond with increases in civilian counterpart pay levels. E-8*

*We need a little better pay. E-4*

*The military is severely underpaid (poverty level) compared to the civilian community. Even more, the single sailor is paid far less. A good number of single sailors are not approved to receive single BAQ/VHA and COMRATS and are not given the opportunity to live out in town. Instead they have to live in barracks on-base. Furthermore, the single sailor who does receive BAQ/VHA/COMRATS, loses all three when stationed on a ship. Therefore he must live onboard ship which is a very poor quality of living compared to all other services and the civilian community. E-5*

*The Military pay scale/pay raises should be automatic with the rise of inflation. Additionally, Military members are devoted to duty 24 hours a day with the possibility of combat duty at any time. Why is there so much difficulty--- politically/budgetarily-- in adequately paying Military members? We are on call everyday-- all day-- 365 days a year! E-6*

*Over the past fourteen years I have watched my benefits, a major reason I joined the military, being slowly stripped away, i.e. health care and retirement. The military is no longer an attractive option for career seeking individuals. Health care is a joke and by the time I retire, my retirement check won't be able to support me and my family. We are grossly underpaid in technical fields and due to downsizing/force reductions, overworked. When I joined in 1978, I knew I would have to work hard to succeed, but it's starting to get tiresome. E-7*

*Due to budget cuts and downsizing, it is certain there are no payraises in sight, hence my decision to transfer to fleet reserve. Military pay has been less than adequate for many years. Who needs the long family separations with small compensations? E-7*

*It is also my opinion that Navy personnel are underpaid and deserve larger yearly pay raises. E-4*

### **Single Sailor**

*Being single, I have some concern over the topic of pay equality for all members. I have not heard any word about it lately. Discussion had been to discontinue BAQ/VHA and equalize pay for all members. W-2*

*Quality of life for a single sailor on ship is bad. Single sailors are discriminated against. Married sailors receive either money for an apartment via VHA/BAQ or base housing. Either of which is 1000% better than the housing given to a single sailor on board ship. Due to the place of residence for a single sailor, he is often called upon to do more work. A person who lives on board is more accessible than a married person after working hours. To sum it up: my E-4 peers receive adequate housing and often do less work. Being single, I get sub-standard living conditions and more work for the same pay as my married counterparts. THATS DISCRIMINATION!!! To remedy this travesty, give singles VHA/BAQ or strip it from those who are married. E-4*

*Concentrate more on single sailors. The more they have to do in port, the less boredom and problems happen. E-9*

## **Appendix C**

### **Leadership Training**

## **Leadership Training**

Table C-1 presents summary information of the response frequencies for the comments concerning *Leadership Training*.

**Table C-1  
Leadership Training**

| Category Name       | Subcategory                | Frequency |
|---------------------|----------------------------|-----------|
| Leadership Training |                            |           |
|                     | More needed                | 21        |
|                     | Not practical or practiced | 13        |
|                     | Should be early in career  | 12        |
|                     | Not good/waste of time     | 11        |
|                     | Overall good               | 10        |
|                     | TQL                        | 9         |

## **Leadership Training**

### **More Leadership Training Should Be Provided**

*LMET classes should be given every three years instead of twice in your career. E-6*

*Leadership is a very difficult thing to teach. The methods that the Navy uses are very good. I think that more frequent training on a formal basis would be helpful. At least 2x a year to remind and enforce leadership uses and methods. Leaders are born not made. E-3*

*Yes, everyone should attend LMET or anything better. E-5*

*Once you make PO3 you have a PO Indoc. Then PO1 gets LPO and CPO get NAVLEAD, but these classes could realistically in today's Navy be years and years apart. There needs to be seminars or something ongoing. E-8*

*My command will send our chiefs and 1st class petty officers to all the leadership training, so none of the 3rd or 2nd classes will ever go. We need more schools at the E-4 and E-5 level, since we are maintenance men, work center supervisors, and the watchstanders, at the "action" levels. E-4*

*I joined the USN in 1979 and have regularly requested various leadership courses but so far have not lucked out on a single request. I am not in a position to complain though because I*

*don't think it has slowed my career progression (i.e. promotion) at all. I even know an O-8 who has not had any such courses either; which begs the question: How useful are these courses? O-6*

*NAVLEAD, or equivalent should be a concurrent part of every sailor's career. E-7*

*I feel that after some time has elapsed, individuals should be sent back to deal with the ever changing different level of new entry's into the service! E-5*

*With the downsizing, we have been letting go quality personnel that has experience, leadership skills and loyalty. That means, bringing in new personnel, we should be very careful who we recruit and promote. We need to retrain and motivate them again and that will take several years. We need quality leaders to run a military organization and Maintain correct discipline. As an E-3 I could lead detail to do just about anything. Now it takes an E-7 and sometimes division officers to do the same job. What went wrong? W-3*

*Leadership training is essential. I was surprised when the Chief of Naval Technical Training (Rear Admiral Jones) issued a memorandum asking for cost cutting ideas and he listed Petty Officer Indoctrination Course as a course that had outlived its usefulness. In my opinion, this type of course should be provided in each advancement stage (i.e., E-4, E-5, E-6, E-7, E-8, E-9). The range of training should become more encompassing/in depth as an enlisted man advances. The Senior Enlisted Academy should include E-7 & E-8 vice E-8 & E-9. It should be a required course for advancement to E-9 but not be provided after reaching E-9. Funding to accomplish this would be recouped by increased performance in the CPO ranks. E-9*

*I think that the Navy should increase the amount of time spent in leadership classes and reduce GMT types of classes e.g. sexual harassment, safety, etc. These subjects could be dealt with better in the small groups of leadership classes. E-3*

*Judging only by the behavior and attitudes of some junior officers that used to work for me, I feel this area needs a lot of improvement. I also feel that leadership training for senior officers may be warranted. O-4*

*I have been in the navy for 14 years - Rose to the rank of CPO before being commissioned as an Ensign. The only leadership training I received was the college courses given as part of the NROTC program. I wonder if I am unique or if other PO's and CPO's go floundering through their jobs trying to apply leadership concepts endorsed by the Navy w/o any formal training. O-2E*

*I believe the Navy does not provide nearly enough leadership training. I recommend the Navy provide additional training to E-1 thru E-6 and send all pers/cpo to a leadership academy. However, include more tools: time management, human resource management, and an extensive amount of TQL. This would allow the CPO to be equipped with the knowledge and skills needed to lead his men and train his division officer. E-7*

*The best way to teach leadership is by example. A young ensign aboard ship can be easily swayed by poor leadership traits and principles demonstrated by the upper chain of command.*

*All too often a command focuses on pleasing its "upper echelon" or the "inspection team" even at the expense of the crew. A young officer would risk having a stained fitness report and a short career if he stood by his leadership traits and principles against an irrational command. (They are out there.) So instead, the young officer opts to do as his predecessors, and that is: jump on the bandwagon, when principles and traits get in the way of crisis management (our Navy has lots of this), pull rank and flash threats before the troops. I realize short fuse tasks can't always be avoided, but TQL can certainly be applied to the entire process by which our Navy does business (i.e. get rid of redundant inspections.) Our senior leaders should not exempt themselves from practicing good leadership principles simply because of their rank or position. They should be at the front lines setting the example, correcting those who went astray and positively influencing young officers. In the long run this should improve morale, quality of life and keep our Navy at the forefront of all others. O-3*

*Such training should be mandatory in every member's career. Training should be scheduled as member reaches a designated career milestone. (i.e. LPO, CPO, DO, Dept. Head, mid-level refresher, 05/06, XO, CO, etc.) The "strongly encouraged" maxim allows those who most often need this training to circumvent this avenue of personal/professional development. This seems to be especially prevalent among those who still circulate in the "good ole boy" system/network. Don't kid yourselves, this is still very much in existence and thriving, especially in the officer corps. Leadership training should include principles of responsibility and accountability at all levels. O-3E*

*We need more! We place such emphasis on leadership, but our training is scarce. E-9*

*The leadership message needs more reinforcement--more along the lines of the other service models. E-6*

*More case study/workshop training should be implemented. Also effective communications is the cornerstone of good leadership. Therefore, I believe that communication classes should be offered. These classes should center around the different ways people (male/female, black/white, Asian, etc.) communicate their ideas. Many times a breakdown in communication (or misunderstanding) is the source of conflicts at work, but instead is labeled as sexual harassment, or racism. Why try to blame one side instead of educating both sides. O-1*

*I do not think the Navy should base your going to leadership on your rank but on your performance and knowledge. A lot of guys study hard to take the test and make rate, but do not know the job. A lot of us lower ranked guys have to teach them. E-3*

*There's always a reason why the command cannot spare the time to allow one to attend training. O-4*

## **Not Practical or Practiced**

*The leadership topics/tactics taught are very hard to apply, most because one does not get the support needed from Division Officers and Divisional CPO's, i.e: they say handle it!, take*

*charge,!, make it happen! Instead of saying so it like this or let me know if you need any help with any problem you might have in applying your leadership tactics.*

*I can't identify the problem. It must be communication or lack of understanding between the leader and superiors. Do CPO's and Officers have different leadership courses that contradict the topics/tact of E-6 and below? Leadership through out the fleet (should be standardized). E-6*

*Leadership is by example. So many leaders do not follow this concept or TQM concepts. E-6*

*Leadership training is manufactured (like these surveys) by people who don't go to sea or haven't been in so long that they've forgotten. When you're forward deployed with inadequate support to IMA's and at 60% manning, you do what you can. If the Navy were serious about TQL, more people would be at sea to fulfill job requirements. O-2*

*The training I received was very good, but did not seem realistic to real-world situations. I felt that the course was a "dream" command if that was the way it was supposed to work. E-6*

*When I attended the only LMET course, they never gave training on how to handle coercive leaders, which I found in the command I was transferring to. I tried to apply some of the training, which at the beginning worked, but was immediately taken away when this coercive leader stepped into the picture. It was a nightmare come true. E-6*

*It is discouraging to go to a class and learn how to be a leader and then come to a command that does things 180 degrees the other way. E-5*

*Too many senior officers do not practice what is taught in Navy leadership classes. Of the three immediate supervisors I have had in the last three years, only one displayed good leadership skills. O-2*

*All of the leadership schools I have participated in during my career were extremely informative and useful. Unfortunately, it seems as though at least half of the division officer and above personnel who I have worked for either do not use the positive aspects of the training or were uninformed on how to be an effective leader. E-3*

*Leadership training is rarely put into practice once personnel leave the classroom. Emphasis needs to be placed on Commanding Officers and other supervisors to empower and demand leadership from front line supervisors. O-1E*

*I attended LMET at Supply Corps school in Athens, GA. Although the information taught was good knowledge, it was hard to see how it applied since I had not been in the "Fleet" yet. O-3*

*I feel it should be more real life experiences. Less time spent in book work. E-7*

*Leadership principles at this command are on paper only. Personnel are not held accountable for their actions until it becomes a major issue such as injury to equipment or*

*personnel Leadership traits on evals are grossly inflated. Leadership traits on evals are grossly inflated. Command climate generates good leadership without the "do as I say, not as I do" syndrome. Training should be continual instead of just as a check mark for advancement.* W-4

*My last experience with Navy leadership training led me to conclude that we teach the theory of the moment rather than practical/experience based leadership. There is more wisdom in documents such as the 1984 NPG school paper "Excellence in the Surface Navy" than I have seen in leadership classroom training.* O-6

## **Should Be Early In Career**

*I believe the NAVLEAD courses should be backed up by one paygrade: LPO should start at E-5, CPO should replace CPO indoc or be given to senior E-/new E-7. We tend to wait until its too late to provide training. I would also like to see NAVLEAD turned into workshops at a command level, via requiring a "professional" training team. We at command levels should not have to re-invent the wheel. The material is available and should be shared. Leadership training should not be a one-time environment.* E-8

*I believe that training for leadership purposes should be available for all ranks, for motivation for advancement and career development.* E-3

*Should be programmed to begin early in every career, be mandatory, be renewed at select intervals, and be upgraded with each promotion.* O-6

*Virtually nonexistent for branch/division J.O.'s. Little/nothing in USNA/ROTC/OCS. Hard knocks is the usual school during initial assignment. Note: Comments provided by a fossil with possibly petrified info.* O-5

*Leaders should be trained, beginning before they become leaders. Once leadership is thrust upon us, we learn by a "trial of fire" the things we are later taught in NAVLEAD.* E-7

*The Navy should groom leadership at "E-3" level with intensive training 1 or 2 weeks for each paygrade. Petty officer indoc is a joke and a waste of unit time. This is the "problem". Solution: 1) 2 week mandatory training E2 & E3 to prepare and bolster for third class. (Off unit site) 2) Get rid of accelerated advancement to petty officer. Make all earn it. 3) E-4 leadership training led by "qualified instructors" off site". 4) E-5 same as E-4 5) E-5 same as E-4 6) E-7 (CPO) Intensive leadership academy like senior enlisted 7) SEA/Academy mandatory for promotion to E-8 "Grandfather in E-9's". E-9*

*Junior petty officers (E-4/E-5) are required to be leaders, yet we only provide them with basic leadership skills in the form of a correspondence course and P.O. indoc. Develop a junior petty officer leadership course with formal classroom training.* E-7

*I personally feel all but forgotten as an officer. We follow through at my present command. As an enlisted person for 13 years, I had more leadership training and follow through than I've even been lead to believe exists in 20 year staff corps career. Especially important is leadership training and follow through for junior officers. In the fleet this takes place. Experiences this far*

*with the Nurse Corps, there is no active interest or involvement by my seniors. No sharing of knowledge or experiences. O-1E*

*We should continue on all the courses in the Navy about leadership. Start leadership programs- 3rd class and above and follow up the individual's education and leadership until member is out of the service. E-9*

*Starting as an E-1, I learned how to become an effective Div O. Sometime new O's try to lead by LMET standards, but fail because they have no background. O-1E*

*The leadership skills taught to and produced by officers from various commissioning programs are not similar. From my personal observations leadership skills are not a requisite factor for officer advancement. O-2*

*I believe it is unfair to the individual and to the Navy that the 1100 community is not offered the opportunity for leadership training that the other officer communities enjoy. It should be mandatory directly after commissioning. O-3*

## **Not Good/Waste of Time**

*The material was useful, but the instructors were very poor. O-4*

*Our formal "leadership training" is a waste of time. I see the results daily. Used to be, a sailor applied himself, kept his mouth shut, eyes and ears open, and learned on the job. His chain-of-command watched him, applied necessary corrections, and when he was ready, recommended him for advancement and increased his responsibilities. Today, we are REQUIRED to push people forward, quick as we can. We're now the "Peter Principle" in Technicolor. We now have NAVLEAD, P.O. Academies, and (my absolute favorite) CPO Indoc! If the people aren't already performing at an advanced level and conducting themselves as such, then why in the world were they ever recommended for advancement? W-4*

*The Navy does not do leadership training, it does management training that agrees with what I've observed of Navy leadership--it doesn't exist. O-6*

*Navy leadership was perceived as weak and then spring-loaded to the politically correct position by the people in the trenches during the Tailhook scandal. Individual rights, career prerogatives, and the basic assumption of innocence were given very short shrift. Some examples: withholding promotions, "Core values" briefings which began with the assumption that Navy individuals had core value deficiencies, and overzealous investigators who zeroed in on inappropriate male behavior and ignored similar behavior by females. Many feel that the entire Tailhook episode is a good example of closing the barn door after the horse has run away. Senior leadership was aware of the dubious side of Tailhook since at least 1985 but took virtually no action to curtail/terminate those activities. This was in spite of a flag bold communication with a very specific set of suggestions on how to defuse a time bomb. Once the issue du jour hit the news media (sexual harassment), however, the leadership seemed to fall all over itself in overreaction. The "zones" policy was a particularly unfortunate, and almost laughable example of a poor response. Many view Tailhook as a nominal issue between the*

*people involved and the State of Nevada. The progress to date of court martials related to this incident seem to reinforce that view. Our leadership's response to Tailhook is the single most demoralizing event I've witnessed in 19 years of service. The only saving grace will be if we are truly better off as a service when this is over. If so, it will be at great cost to a few innocent, perhaps indiscreet individuals.* O-5

*Leadership training should be conducted by senior enlisted/officers in the Navy. NAVLEAD may not be the only answer.* O-4

*I learned from my Grandfather that true leadership is a learned or innate talent for making decisions for a group of people. The Navy, in no way, trains officers to do this; either one is commissioned with the gift, or one does without. Management training (i.e. LMET, TQL) fails to provide even skeletal training in how to lead people toward task (i.e. mission) accomplishment; nor does it provide officers training in decision-making, accountability or, best of all, decisiveness.* O-3

*Leadership training was a case of contractors taking advantage of the government. This thing was supposed to be a TQL program. It turned out to be one more "touchy-feely" program with TQL on the margin. It was a rip-off.* O-6

*I've attended LMET twice. Both times I felt it was wasted time as are all the leadership training they provide. I had learned from my first chief petty officer on my first ship.* E-9

*It should or would be more accurately described as "leadership discussion"--"training" had very little to do with it.* E-7

*There is a lot of redundancy in the courses. Need to cut the fat and get folks back to work. If supervisors did their job and only recommended those persons qualified for the next rate/rank, we could eliminate the need for most of this training.* W-4

*Leadership is becoming a joke. You (a young LT) has to try to tell his men why a decision was made by some crackpot O-6. Presently, I see very little or very poor leadership by E-7 to E-9. With downsizing, we are looking at a hollow force. Quality people are being pushed out and young kids, who had everything handed to them, are doing a poor job of replacing them. There are no more "mechanics" serving on naval vessels. Let the civilian shipyards fix everything.* O-3

## **Over All Good/Valuable Training**

*The initial leadership training I received at SWO's covered the basics well. The best training is doing, and there has been no lack of opportunity. Once you have gained that experience, additional classroom time would be beneficial.* O-2

*I haven't attended the revised NAVLEAD course, but if it is as good as LMET, I think I'll enjoy it.* E-7

*Leadership training in the navy is over all good. The information received in our daily interaction with personnel is good. I sometimes feel that while conducting "navy rights and responsibilities" we tend to inform junior people too much about how much authority senior and junior petty officers do and do not have. There are times when you can make a junior think you can administer a certain punishment (a bluff) and correct the problem at that level instead of having to resort to a report chit because the subordinate knows your limitations. Once the counseling sheets and report chit are submitted, a lot of man hours are wasted from that point.* E-9

*NAVLEAD is excellent for our people. Need to expand the Senior Enlisted Academy to at least 12 weeks. Sergeant Major Academy is now 9 mos. TQL philosophy needs to be a greater part of leadership training.* E-9

*If all involved (especially our illustrious officer corps) followed NAVLEAD principles, it would work well. Most officers don't care about quality management, only to cover their backend.* E-8

*It is a valuable training for senior enlisted. A must for management positions. You learn how to deal with all different kinds of people and learn various skills of leadership.* E-7

*I think the leadership training given in the Navy is very good. I have also learned much from watching my senior officers.* O-1

*I previously attended the senior enlisted academy and thought the training was outstanding.* W-4

*I still remember and utilize the information I received in Navlead.*

*Very good choice for today's changing navy.* E-6

## **Negative Comments About TQL**

*While preaching TQL, the only apparent "training" in leadership is still the real or implied threat. We reinforce junior officers' and new chiefs' bad habits by employing the same method (the threat) we purport to condemn.* W-3

*TQL programs were adopted, then dropped by nearly all Fortune 500 companies, simply because it was found not to work. The Navy should take example from the corporate world.* E-4

*I was a management minor in college. TQL etc. was a boring rehash of TQM.* O-3

*TQL is not about leadership; its about management. The Navy really needs a concerted effort to establish a leadership academy for its junior and mid-level officers.* O-5

*I find a lot of talk about leadership. Its as if all this talk is just that, talk! And TQL is a joke when seniors don't take it seriously.* O-4

*Leadership practices can be aided by training, but one must use what works individually and within the broader environmental context. Shipboard life is not an environment for social experiment. TQL is still dead. Stop the pretense. Many CO's can show you an admin chain of TQL support, but check beyond the smoke and you'll find a different reality. Fear in the work place continues to be used to "inspire" subordinates, from the top down. That will not change unless Flags change it, and they have to observe and act to do so. O-3*

*The leadership training is fine. TQL/TQM is a failure. It has to be one by design. In the military organization, politics is the rule, not the exception to success. We have great individual leaders, but we also have too many mid-grade officers that are only concerned about their careers. They learn concepts in school, punch the right tickets, then do what they want, totally screwing up the younger/junior people's inputs and lives, in general. Accountability is the key to successful leadership. I do not see this principle applied in the officer ranks. This leads to NO job satisfaction for the average and especially for the proven successful sailors like me. This is the other 50% of the reason I am applying for early retirement. O-1E*

### **Positive Comments About TQL**

*Need to get going on TQL. It works if everyone goes with it. The Navy is lacking by 10-15 years behind the civilian world. E-6*

*I attended the Naval War College CNCS course in 1991. It was good and had a lot of TQL, including a 3-day seminar. I have also attended a command sponsored seminar, "In Search of Excellence" by a professional Service firm in the last 2 yrs. It was excellent. I personally do not feel TQL is fit for a warship. If a command is properly led, it happens. You cannot legislate leadership. I do feel that TQL can work extremely well in our IMA's and other industrial supply depots. O-4*



## **Appendix D**

### **Organizational Climate**

## **Organizational Climate**

Table D-1 presents summary information of the response frequencies for the comments concerning the *Organizational Climate*.

**Table D-1**  
**Organizational Climate**

| Category Name                                   | Subcategory                                  | Frequency |
|---|--|-----------|
| E. O. Policies                                  |  |           |
|   | Sex Harassment                               | 14        |
|   | Fraternization                               | 11        |
|   | General Issues                               | 7         |
|   | Favoritism                                   | 6         |
|   | Gender                                       | 3         |
|   | Race   | 3         |
|   | Sea /shore rotation should be more equitable | 4         |
| Force Reduction,<br>Base Closure,<br>Downsizing |  | 23        |
| Job Satisfaction                                |  | 9         |
| Pay Issues                                      |  | 4         |

## **Organizational Climate**

### **EO Policies**

#### **Sex Harassment**

*Rape is a large problem in the Navy. I am still shocked in 1993 on visits to commands to speak with victims who were transferred or are being medically discharged (PTSD-panic disorder) and the perpetrator is not charged. A recent case, a male 2 NJP's for assault. Victim states he raped her, no charges, yet he is going to NJP for assault of his roommate, a third assault charge of a male. O-5*

*Sexual assault victims are not treated fairly. Investigations for those offenses are not investigated properly by NIS. No, means no. A person's reputation, as some people put it, should have nothing to do with it. E-5*

*I have some very strong feelings about the Tailhook situation. In my opinion, if enlisted men had been involved, the issue would have already been settled and the guilty parties would have been punished accordingly. I think it is long past time for the Uniform Code of Military Justice to be enforced uniformly instead of treating one segment of the military separately. I have witnessed, time and again, situations in which an enlisted man is fined, busted, restricted, had his liberty withheld, etc. whereas, if an officer committed the same infraction, he is maybe given a verbal reprimand. I think its about time we are all treated equally. Its extremely hard to tell my people that we should treat each other equally (do not discriminate) when we live in a system with such obvious double standards. The message that Tailhook sends is that it is not all right to sexually abuse/harass , unless you are an officer. E-8*

*Sexual harassment is still a large problem in the Navy. Nothing has changed in the last 10 years. Lack of leadership support. No reason to change. O-5*

*I feel sexual harassment seminars should be held semi-annually instead of quarterly. E-3*

*For sexual harassment--I think the Navy is taking a strong stand, but the next Chief of Naval Operations better know what he's doing over this issue. E-3*

*Most male members of the Navy feel that any conflict concerning a female member is a no-win situation. Today's witch hunt atmosphere favors the female's point of view at the expense of fairness to the male point of view. O-3*

*Sexual harassment: It is my opinion that this topic is being over-employed to the point that it seems condescending. E-7*

*Overall NATTC, Millington, has a good command climate. The sexual harassment lectures we were subjected to last year because of the "Tailhook" incident hurt more than it helped. Training should have been directed and would have been more beneficial if given to Fleet Aviators only. E-9*

*Sexual harassment has been way overblown due to Tailhook. It's a shame the Navy is too sensitive to the political climate. O-3*

*Sexual Harassment has been blown way out of proportion. It is unfair because of differences in treatment between male/female cases. E-5*

*Why does it take so much longer to punish officers guilty of sexual harassment (Tailhook) than it does to punish enlisted personnel. Is it due to the cost of replacement? E-7*

*The only sexual harassment that takes place at my command is in training and that is male bashing the way they come out with it. It's all the man's fault. E-5*

*I believe that alcohol is the underlying cause for what is sometimes labeled as "sexual harassment" and other demeaning behavior i.e. as seen at Tailhook. O-6*

## **Fraternization**

*I have been trained in all these areas, however, I still believe the Navy has failed to provide clear, concise direction and policy on fraternization. Additionally, I feel the Navy has gone overboard on their policy on fraternization. E-7*

*Fraternization: I support the Navy's policy on fraternization, although I do not agree entirely with it. E-7*

*Fraternization rules are ridiculous and unnecessary. In an attempt to cover all bases, they make it nearly impossible to form relationships with anyone who isn't in your paygrade. If these rules were followed the way they are written, I wouldn't be able to associate with most of my friends and Navy-wide morale would be virtually non-existent. These rules do nothing but promote division between ranks, a condition which already exists to the point of elitism. If the Navy is truly concerned about the interaction between different paygrades, rules already exist in the Code of Conduct and in the area of professionalism. E-3*

*The coed climate we now embrace demands a "re-definition" of fraternization. This "class" discrimination has caused many good men and women to leave our ranks at our enormous cost. And why? The reasons why do not hold water anymore. "It's like punching your nose to spite your face." E-9*

*The Navy's fraternization policy is not enforced consistently. Shore commands Navy-wide tend to look the other way from inter-service and inter-command fraternization. If that's the policy, then so be it. Just put it in print. O-1E*

*Fraternization is well understood and a good policy, but rarely enforced between junior officers and enlisted. E-7*

*Fraternization is a problem only when it affects job performance. Professionalism should be the issue and military bearing. This would not be an issue if it were to be banned. E-5*

*I do not agree that an enlisted member and a commissioned officer not under the same chain of command should be considered fraternization if they socialize with one another. E-3*

*People married to each other should not be assigned to the same command. Leads to problems with fairness, ranking, etc. E-9*

*Fraternization is being over looked more and more. E-6*

## **General Issues**

*The Navy's EO program is one of our best, and is strongly supported by the Naval Security Group. Being an active member of the current CMEO, an EO representative and trainer, I have found the program virtually ignored at Air Stations and Fleet Commands until they find out they're going to have an inspection, or there's a major problem. No one is perfect and people are always going to screw up. However, when they do and the chain ignores it, then you have a problem. In 1989 we had a Navy-wide sexual harassment stand down, and obviously, it was ignored. So we had another in 1992. This is not the Navy way to handle the problem (there's already an annual sex harassment training requirement). It's time for our top leaders to be held accountable.* E-8

*It seems the only time there is emphasis on policy in the Navy is when it's in the public eye. I feel the Navy doesn't necessarily do what's right (such as homosexual policy). But it caves in to public pressure from civilians that have no idea what hardships the Navy life endures.* E-6

*The Navy just isn't fun anymore. All the reasons why men used to join the Navy and go on sea duty are all going away to placate the vocal minority. Tailhook was terrible, but effective in exposing the double standard of prosecution between "infallible" officers and run of the mill enlisted.* E-4

*The Navy is not the place for professed gay or lesbian individuals. Society-at-large is not ready for cohabitation of straights and gays. The military is a cross-section of society-at-large.* O-6

*I have always been stationed with the Navy Security Group and have been active in the EO program for 10 years. I've never encountered a problem; every command has acted as required. However, my interaction with Fleet personnel has been completely opposite. My experience is that regs are routinely ignored.* E-8

*EO is a very positive thing. Affirmative action can be and most often is a negative thing. It creates anger and resentment while demeaning those who are selected based on race/gender.* O-4

*Equal Opportunity - Tailhook has made a mockery of our Senior Naval Leadership, the NIS, and the JAG Corps. It's a poorly managed, supervised, and led witch hunt, done very unprofessionally. I agree there was conduct unbecoming. But the investigation was done exceedingly poorly and is now crippling the Navy!* O-4

## **Favoritism**

*I feel NMPC needs DOD civilian oversight regarding officer promotions, detailing and administration of educational programs. Discrimination and favoritism exists! The best qualified personnel are not always promoted nor assigned to billets where educational and work skills can best be applied.* O-3

*Becoming an LDO opened my eyes to the separation of O's and E's. O's drink, drink, and nothing happens while E's are busted. O-1E*

*I strongly believe that the Navy's well intentioned attempts to provide a level playing field for all, regardless of sex, creed, ethnic background, etc., have backfired to the extent that women/minorities are "more equal" than the male majority. Reverse discrimination exists, verily. O-3*

*The Navy has a lot of programs. I think a lot of these programs are corrupt because of the people running them. I believe the Navy has a problem with favoritism. Some people are being rewarded for doing their jobs while others aren't. E-5*

*EO: It is my opinion that minorities receive promotions more readily than non-minorities. E-7*

*Women and/or minority personnel are treated more fairly than white, male personnel. E-3*

## **Gender**

*Advancement exams should not have the sex block. Having different cut-off scores for men and women in the same rates/ranks is not reflecting equal opportunity for everyone. I can see having different cut-off's for personnel in the special fields such as diving/seals. They do not work in their career field. They need the extra help. Regular Navy Personnel should be treated the same and have the same cut-off scores. E-5*

*Equal Opportunity is not equal. Political correctness is the bottom line, everyone in the Navy is not treated equally based upon gender, esp. E-7*

*I don't believe the Navy is prepared to deal equally on matters of equal opportunity of men & women. The pendulum is still at its stops. When it comes back, you may have success. Right now the man has to prove himself right, not that he is right until proven wrong. O-1E*

## **Racial**

*I perceive a "reverse discrimination" exists for people of non-sensitive gender, racial, religious, ethnic groups. So much attention is paid to ensuring that the small, collective minority is protected that the rest have no end point advocate or fail-safe. O-6*

*Racial discrimination complaints are not a two way street. Individuals can make complaints, but are not held accountable for making false claims. This area needs work. It's easy to claim racial discrimination and cause harm to command environment even when it's later proven that no discrimination existed. O-5*

*At this time the WASP male is an endangered species. The Navy will bend over backwards to promote a Black or Hispanic or Filipino who cannot read or write the English language. Meanwhile, the White Minority will be told that this will only last a short time and we should be*

*patient. I realize that this will be perceived as an extremely racist set of remarks but if the truth is told it is not racist, but reality. E-6*

## **Force Reduction/Base Closure/Downsizing**

*When downsizing the Navy, some of us would like to re-enlist, but the incentives are not there. E-4*

*I think a lot of morale issues will be surfacing with the base closing/ downsizing. Reduced budget, longer deployments, etc. Within the last couple years, I've been playing a key role with raising my family and know that the long deployment away from my family will be a definite hardship for them. I do work two jobs while my wife is going to school full time and working part-time just to make ends meet and when I go back to sea duty that will make things hard for my family. E-6*

*Base closure is hurting everyone in the environment. E-9*

*I feel the way the Officer Corps is being downsized is unfair and detrimental to morale and effectiveness. Releasing people from active duty due to type of commission instead of by rating performance, will leave many high performers out of a job, while retaining those who do not perform as well. Morale of those left on active duty is affected by watching an unfair, quantitative vice qualitative method of downsizing end the careers of many good Naval officers and friends. This could and probably will leave many who remain anxious about their own career. O-3*

*Downsizing is good. While in the Coast Guard I learned to do more with less and expand my potential as well as my contributions to the service by cross training and developing not only greater expertise in my career field, but also in others. Better a leaner-meaner service--efficient and effective. More will be expected from Naval personnel, but as a taxpayer myself... I expect no less. Dollars are the bottom line however, personnel must understand quality performance begins with the individual. Better that we have few a dedicated professional ready to serve and/or fight if necessary, woman or man. O-1E*

*I feel base closure/downsizing is a necessity: trim the fat! Command events are few and not treated with importance. E-2*

*The current draw down is creating an atmosphere of uncertainty OPTEMPO is increasing, availability of funds to properly carry out the commands mission is decreasing and career opportunities are decreasing. Personnel can no longer feel secure that they are being taken care of. Working hours are increasing due to a shortage of personnel, and experienced midgrade personnel are becoming a thing of the past. The people that are in their initial enlistments do not perceive the Navy as a career choice. Someone needs to send a wake up call to Congress and the White House. We cannot have a strong, effective Navy and continue to manage the draw down the way it is being managed. E-7*

*I don't think the Navy has to worry about downsizing. If the regulations keep changing like they are now, they won't want to stay. Last year, I was fairly happy in the Navy. Now I'm lost in a struggle trying to understand what's going on. I also believe that enlisted deserve a better living environment while stationed on a ship. Single BAQ should be a choice for us, not a privilege. E-4*

*Force reduction is fine superficially, but what about those of us who have to maintain at the same level, train even harder, and generally, fill in for those who are leaving. The work load on each individual is increasing, with the commands expectations to meet its obligations, but the pay is not going to follow suit. The motto from the current government seems to be: do more with and for less.*

*I would have liked to have stayed for 30 yrs., but because of the drawdown, I'm being told by my detailer that it's time to go home. It seems to me that if you send the vast majority of your senior personnel home, you are losing a lot of experience that's going to take awhile to regain. I'm a 7131 engineer. My detailer states he doesn't have enough of us to fill all our billets, but he said they have told him no one is exempt and if they have to scrap the billet, they will. To me someone is not thinking straight. No matter what goes on, I've had a great career. I'm sad it has to end this way. W-4*

*The downsizing currently underway is ill-conceived. Very shortly the entire military establishment will have shrunk even beyond the hollow force we enjoyed in the late seventies immediately following the Vietnam War. The government's contention that we're in a position of safety is ill-conceived! With the situation in the former Soviet Union the world situation is more unstable than ever before. We are decreasing our strength dramatically during this very unstable situation. It is forcing military members to separate during a period of economic problems, rapidly decreasing job markets, and an uncertain future. Who will the U.S. call in case of an emergency? Yes, it will attempt to call those very same personnel it is now saying, "Thanks, don't let the door hit you in the ass on the way out". A very immoral position to say the least. E-9*

*I am a home owner in an area where virtually every military installation will be closing. This coupled with declining real estate sales has me very concerned. I am being faced with extending indefinitely at sea, or becoming a geographical bachelor. E-8*

*Force reduction will not result in keeping the most qualified people in the Navy, but will result in keeping those who can conform to the political climate (yes men). O-2*

*It's hard to stay motivated towards promotion with current selection board criteria, force reductions (which are under-manning ships across the water-front) and limited billet selection due to force reduction. O-3E*

*We are downsizing too much, too fast. I feel we will be scrambling to recruit and retain key people in the next five years. O-1E*

*Base closures are poorly planned with the worst impact on personnel/families. TQL is a good idea, but tough to implement. There is a lot of lip service, but little action. O-2*

*Force reduction process is demoralizing. Individuals who have received orders to or are currently serving in the command should be exempt to preserve the integrity of the command. O-6*

*I hope during the drawdown and forced retirements that people who have been having steady shore billets to keep from going to sea are considered for retirement before those who have been out here doing their jobs. E-9*

*Presently own home in Charleston, SC. Base closure is preventing me from selling and property value is dropping. Is the U.S. government going to help us on this issue? W-3*

*I feel the amount of downsizing is too great and will eventually hurt mission readiness. We've been through this routine before. W-4*

*Force reduction will hurt the Navy and this country. World upheaval is rising. E-6*

*Cost cutting in the Navy is at the point where operational readiness is being negatively affected. E-4*

*Force reductions--when is the Navy going to look at itself for downsizing numbered fleets. Why not solicit beneficial suggestions for closure or reduction of activities? Don't be parochial!! W-3*

## **TQL**

*TQL is ineffective in the ranks between E-1 - E-8, suggestions are by-passed or put aside to allow for the comfort and well being and recognition of dept. heads and their superiors all the way up to Congress. E-6*

*TQL is not being applied properly and is not sustained very well. E-6*

*I wish that the Navy, in general, would practice what is preached regarding TQL when reaching decisions about downsizing and restructuring. E-9*

*TQL--works good on paper, but doesn't hold water in practice. W-3*

*TQL is a joke and won't work in the Navy. E-7*

*It's amazing: for years you beat us up with "management by objective". An idiocy unsuited for shipboard applications. Overnight, now MBO is out and TQL is in! Once again, we're going to run in place and call it progress. The truth from the "waterfront": The frustrated resignation and antipathy over your latest "magic answer" far exceeds that engendered by MBO. Meanwhile, we'll all pay the requisite lip-service to TQL. I'm a career sailor, nothing more. The Navy has been my home and first love since my 19th birthday and I shall miss it terribly*

*when you finally force me out. Its the greatest outfit on earth serving the greatest country on earth. If I seem negative, I'm just tired of trendy politics trying to destroy it. W-4*

*TQL, SchmeeQL! Good Leadership is good leadership! Just because some old fart coined a "new term" doesn't make it right. Taking care of our people is what we do. O-3*

*The TQL program needs to be evaluated and geared towards a military environment. E-7*

*I believe TQL is the way the Navy must operate to be successful in the future. The more I learn, the more positive I am about it. If more commands used TQL (like my husband's) then job satisfaction would be high and we'd probably stay in the Navy. Since he is not used in the submarine force like he is supposed to be, the job satisfaction for my husband is so minimal it's a wonder he's still in. ON the other hand, my command is utilizing TQL and I'm quite satisfied with my work environment. I don't feel like all of my superiors are out to make my job tougher just to make theirs easier. And I feel that I am making a real contribution to my command. O-3*

*I am eager to learn more about TQL, but it seems only the command TQL coordinator gets to attend such sessions. The rest of the command knows very little about this process. O-3*

*I've never been to a TQL class, but in my command I've seen instances where quality leadership is lacking --- such as higher authorities ignoring the lower ranks and abuse of higher authority. E-4*

*TQL is a waste of our time. Force reduction is causing us to do more with less. It seems to me that the Navy does knee jerk reactions to every newspaper headline. E-7*

*TQL is the way to go and I wish top management would practice what they preach. I'm glad the Navy is really emphasizing EO and Sexual Harassment issue at last. O-2E*

*TQL is a good system and is implemented well in my own workspace. Training in equal opportunity, sex harassment, etc. has been plentiful, probably too much. E-3*

*TQL has no place in the military out at sea; as evidenced on the U.S.S. Washington CV-73, and from comments by experienced supervisors who now have to put up with TQL "trained" subordinates. E-4*

*TQL receives a lot of lip-service, but is not practical. Until women fill the same billets as men and have the same rotation as men, there is no equality. E-6*

*Our command pays lip service to TQL, but no more. They go through the motions without any understanding of the process. O-4*

## **Job Satisfaction**

*We have an extremely professional command that practices the highest level of integrity, hard work, and customer service. This command is proud-led by competent leaders that carries out Navy policy to the fullest. E-9*

*I'm on a ship. We stay here for an entire 24 hr. period every four days. We are underway for most of the month. I have no life, and my kid doesn't know me. It is not a good life and no one appreciates the sacrifice. E-8*

*Job satisfaction: This relates to my already having my B.S. degree. How satisfied would you be if you earned your degree and received no recognition for it? I was enlisted as an "E-3" because I had my degree and would be "getting picked up for OCS out of boot camp". E-4 pay doesn't quite pay back my student loan. E-4*

*My only comment is that I strongly resent the current trend of being more concerned about being "politically correct" than doing the job right. If I wanted to be a politician, I sure wouldn't be in the military. I think it's a disgrace to my Navy when officers' fitreps are more important than the safety and welfare of their people. E-8*

*I wanted to stay in the Navy for 32 years, but because of high year tenure, I am forced out at 30. I am still capable of doing a good job, but I am not wanted. E-9*

*I think it's not how good you do your job anymore, it's who you're friends with. I like my job but don't feel I receive enough pay for what I have to know. I also feel the Navy is losing a lot of good people. E-5*

*NAVAIR is, overall, an excellent place to work. There is a strong commitment to people and quality of life. Particularly noteworthy in a Washington command. O-5*

*No TQL yet; low job satisfaction at my command, yet most would stay longer if they could (easy duty). E-2*

*We seldom have any command events, which also makes for low, low crew morale. E-5*

## **Pay Issues**

*I feel if pay were more competitive with the respective civilian counterpart, the Navy way of life would definitely be a more respectable way of life. E-4*

*Retirement benefits need to be better supported such that future buying power is not eroded. Calls for deficit reduction that needs to be done on a fair and equal basis--not to be disproportionately done at military retirees expense. O-6*

*To eliminate COLA for retirees is totally unsat!!! Having a retirement with COLA was one of the biggest reasons for staying in. Now with 19 yrs, it can be taken away. No wonder people are losing trust!!! E-7*

*At this time, my rate is facing a loss in sea billets due to force reduction. Due to the types of NEC's that I hold and the one type of sea command that I can be assigned to, my future is looking quite dim in the service to my country. As to comparing my pay to the cost of raising a family today, there is a great disparity between my job and a comparable civilian job. I have on several occasions been offered a great deal more in pay and benefits by civilian companies and*

*turned them down. I like serving my country. But I might not be able to turn the next job offer down because I almost can't afford to serve my country and raise my family in comfort. E-7*

## **Appendix E**

### **Health Issues**

## **Health Issues**

Table E-1 presents summary information of the response frequencies for the comments concerning *Health Issues*.

**Table E-1**  
**Health Issues**

| Category Name             | Subcategory                    | Frequency |
|---------------------------|--------------------------------|-----------|
| Health Promotion Programs | PRT                            | 38        |
|                           | Body fit standards/Measurement | 12        |
|                           | PT/Exercise                    | 11        |
|                           | Nutrition                      | 5         |
| Substance Abuse           |                                | 10        |
| HIV/AIDS Education        |                                | 9         |
| Medical/Dental Benefits   |                                | 8         |

## **Health Issues**

### **Health Promotion Programs**

#### **PRT**

*In order for the PRT program to work, it should be done more than twice a week and incentives other than a pat on the back should be given out. E-4*

*The current PRT does not promote a workout routine at all. People who wouldn't normally workout tend to do a couple of warm-up runs a week or so prior to the test and then jog through it. Many just about bust a gut trying to max out with virtually no preparation. The run should be increased gradually to three miles (like the USMC PFT). O-5*

*The Navy has done a good job keeping its members informed about health risks. However, there is no established physical fitness program for the Navy, unlike the other branches of the*

military. We have mandatory PRT, but that isn't for many people and its usually poorly run and loses momentum (or participation) as time goes on. There needs to be a Navy-wide program that involves each member and has proper time and attention given to it. Currently, we're expected to keep in shape on our own time, but if fitness is part of the job, it should be given the same importance as other aspects. We receive regular training to ensure that our job skills are up to par. We receive regular training to ensure that we work in a safe environment. Our fitness should be just as important. We should all be expected to perform some type of fitness routine on a regular basis. E-3

Why is it that there are some overweight military personnel in paygrades E-5-E-9 and even officer status getting promoted when they cannot pass body fat measurements or the PRT. E-4

PRT program is a joke!!! I believe wholeheartedly in what it is attempting. My command has failed PRT program 3 C.I.'s in a row and very few commands have a good program and it mainly comes from senior people within the chain that don't believe in it. Some chiefs are being frocked and advanced at 27% and above, but E-6 and below are expected to maintain standards. People within my command are not afforded the required 30 minutes a day to workout. There is not a remedial PRT program within my command. E-6

The PRT program is a sham. I have seen more sailors hurt because commands don't run the program properly. If the Navy wants its personnel physically fit, then we should adopt a mandatory exercise program that will make people get healthy. Why does it have to stop after boot camp? E-7

It should be required that training for the PRT should be done every day of your command. E-3

With regard to the PRT; Most commands don't allow duty time to work out or pursue a meaningful PRT program. That's why so many of our members die. The Air Force has adopted a nice ergometric system that could be used aboard ships easily. Navy personnel could also stay in shape using shipboard stationery bike trainers. Most small ships would have room for these, where you can't find room to run on them and can't train for your post-deployment PRT. O-4

PRT is not used properly and is currently unfair. I feel the standards are good, but they should apply to everyone. Far too many senior personnel (enlisted and officer) find a way of getting around the PRT requirements. This sets the worst example possible and says very little for a C.O.'s enforcement of the program. Physical fitness should be a big part of being in the military and being an American fighting person. If you don't want to meet these standards, then pack your sea bag and open up some room for the ones who do. O-1E

Make the PRT fair for each age group. A 39 yr. old does not even come close to competing with a 30 yr. old---make the brackets equal in 5 year increments. Make the measurements equal---see Navy Times Article. I'm a believer in the PRT Program,---but it must be fair and equal. Women should be at sea---equal pay for equal work. W-3

*PRT program is non-existent. Nine hour days on shore duty with no command program unless you already failed. PRT program is a farce. If you can do your job and look presentable, then why kill yourself 2 times a year to prove it. E-8*

*We are required to maintain a certain level of physical readiness, yet we are not given time to do it. Woe be unto you if you fail PRT though. E-8*

*The PRT is unfair and discriminates against people with large bones or small necks. E-5*

*If someone fails PRT because of fat or overweight, they should have 6 weeks to get it under control, or they should receive punishment, i.e. fines, restriction, extra duty. Then they wouldn't be so excited about going out at night, to the bar, drink beer, eat 4 cheese burgers, and sleep in late on Saturday and Sunday instead of exercising. E-4*

*PRT: Routine exercise not strongly encouraged. Food items available/provided for meals not in line for healthy diet (i.e. use of oils, greases) HIV/AIDS training: simply put---inadequate. E-7*

*I think the PRT program is a joke. A lot of senior personnel in my command either cheat or don't do it. Also, I think the Navy's weight standards/body fat standards aren't being enforced when it comes to senior personnel. I also think men & women body fat standards are unsat. A woman can be fat and be within standards. I am not a person who worries with body fat either so I'm really not biased. E-5*

*The PRT should be more difficult so as to promote a routine workout rather than once every 6 months. E-7*

*The current PRT program does not promote routine exercise. Most personnel only exercise during the 2 PRT cycles or immediately prior to each cycle. E-3*

*If the Navy is going to continue to process people out of the Navy for failing PRT, the Navy should make physical fitness a mandatory program at least three times a week. If a person fails once a mandatory program is in place, then the Navy would have a reason to process the person out. Bottom line is if the Navy doesn't make physical readiness a way of life for all members how can they realistically expect everyone to be physically fit. The present program doesn't make any conditioning mandatory until "after" a person has failed a PRT. E-7*

*I have seen the PRT program as ineffective at promoting lifestyle/wellness program. The testing does not offer a reward for those who promote a healthy/ fit lifestyle. Fitness reports should report the score as "outstanding" "excellent", etc. Personnel seem to know the minimum score well and many test only to that point. "What about dedication, esprit, de corps, self improvement"? If you are on a ship this is a difficult item since facilities are limited based on vessel size and deployment. The new pass/fail system I feel will prove the system less good than better, especially with downsizing. O-1E*

*PRT standards need to be strictly and evenly enforced. No more leniency because "he's a good guy" or "he's an officer". E-9*

*Navy PRT program would be good if all commands treated it the same. Some stress it, some commands do not.* E-9

*PRT should be changed to reflect the different body types we have. Using only one model (white 25 yr old male) is not fair to personnel of different ethnic backgrounds.* E-5

*Abolish the PRT program. At best, it is discrimination. It ostracizes what the military call obese people. The current nutrition programs are run by unqualified and intellectually challenged. Why is treatment for obese people placed with the drug and alcohol abuse program? Why are E-9 and below required to be within standard, and on the average, O-4 and above seem to be exempt no matter how fat they are.* E-7

*The PRT program should be greatly expanded to require nearly daily exercise programs.* E-7

*PRT Remedial Program: from the corpsman who provided coverage during a remedial session: People on remedial PRT are being demoralized by verbal comments. Just because someone is on a remedial program does not mean they need to be insulted by those who are supposedly "helping them".* E-4

*The PRT program overall is effective and should be used to promote physical conditioning. However, it is being abused in some circles as a way to eliminate some quality aviation technical experts. A person who is a quality maintenance tech and can complete the physical portion of the PRT, should not be discharged only because of weight control. Soon we'll have a force of skinny wimps who couldn't lift their weight in a war environment.* E-9

*I am a fitness coordinator for semi-annual PRT's and I don't believe in running due to the negative effects on the body. I have found that bicycle riding helps me gear up for the PRT a little, but I wish there was another option besides the swim.* E-6

*We do not have "health promotion programs" at a command level. The Navy's PRT program simply stresses physical fitness, however, the majority of the people on the program are there because they are "out-of-specs". Placing those members on the mandatory PRT program simply develops "physically fit fat people". If the Navy required a nutrition program (like Weight Watchers, O/A, etc. at a command vice mandatory PRT), for overeaters, just at one command, the mandatory PRT attendance would drop to about 1/4 of those assigned. The rest would be attending the nutritional program.* E-8

*The PRT Program is not fair to older persons. The amount of exercises has been reduced for older men and women. Also, the time allowed for the run swim has increased. However, consideration to age and body fat have not been addressed i.e. a 20 year old male body fat limit is 22%, a person who is twice as old and had been thru a lot more good meals, exposed to various forms of stress and what have you has the same body fat standard of 22%. Reality is that men and women get fatter as they get older, their bodies are aged and unable to process the food eaten as rapidly as younger men and women. Term I use is (normal ware & tear) if possible address this issue.* E-6

*PRT standards aren't enforced equitably throughout the Navy. More scientific methods should be used to determine body fat. Discharges should occur rapidly once an individual has proven the inability to meet the standards. O-1E*

*The Navy PRT program is not an effective tool to encourage Navy personnel to achieve a healthy lifestyle & get in shape. The only way I see it happening is to require commands to provide a 90 minute break sometime in the day to workout. My command does it now & I am in a lot better condition than I was at my last command (which does not). The PRT is a necessity to make sure we can pass a minimum test but that's about it. Most people I know will work out only one month prior (if at all) which really puts you at risk of a heart attack. O-3*

*We enlisted members feel that PRT policies are strictly for us only! Officers and top brass ought to do better in complying with established PRT policies and health standards. E-8*

*PRT - I would like to exercise on a regular basis, but I don't have time after work to exercise and not allowed to during working hours. E-5*

*Risk factor/body fat analysis is NOT a job for a layperson (i.e. a PRT coordinator or a command fitness counselor), but a medical issue, and must become part of the service members annual, physical. Medical health promotion programs must become a primary issue for development of a healthy Navy. These are medical issues!!! A member's fitness must be promoted through command wide-participation. E-7*

*The Navy's PRT program is discriminatory and absurd. I have been 16% bodyfat/outstanding PRT since I joined, but I've seen some great, motivated professionals administratively axed because they committed the mortal sin of looking bad in uniform due to their weight; even folks who've aced the PT portion of the cycle. It's not fair and it's not evenly applied. I'd like to have someone approach our commander-in-chief with the tape measure, pink folder, and 6110. When he measures in at 25% my assumption is that the thinly disguised beautification program the Navy's PRT program is, would be both exposed and canceled. O-3*

*I think the Navy should get more serious about their health promotion programs. There are too many overweight men serving on naval vessels. With all the small fitting, if we ever had a serious incident where we had to abandon ship, a lot of guys would not make it because they are too large to fit through small port holes. E-3*

## **Body Fat Standards/Measurement**

*Body fat measurement evaluations are still not adhered to at a consistent level. I have seen sailors that look terribly overweight get under the percent body fat/weight scales due to unusual neck sizes, etc. Unfortunately, the sailors who do not pass are the best "4.0" sailors who deserve to advance based on job performance. What a waste!!! E-8*

*The body fat measurement/percentage is so inaccurate and unfair it's a wonder that it's in use. If you happen to have a thin neck you're in trouble, no matter how you workout or how*

*often. I think the PRT standards should be raised and the body fat % be dropped completely. If you are in shape enough to pass the PRT, you can't be too fat. O-3*

*The Navy's attitude toward weight control is more persecutory than helpful. The result is character and behavior damaging rather than helping. (i.e. denying training, denying promotion, denying transfer, discharge, derogatory fitness/eval comments, etc.) I have seen healthy sailors who could pass PRT tests sent back from Navy schools and/or discharged because of body fat measurements. We not only make the person feel like trash, we discard some brilliant minds in the process. Why is "too fat" worse than "too skinny"? O-6*

*The method the Navy employs to measure body fat is highly dubious. The recent methodology has a bystander measure the circumferences of the neck, waist, and hips. In past body fat measurements, I have observed two separate people take measurements on the same individual and arrive at results differing by as much as 2%. I believe the preferred method would be to use skin calipers to arrive at a body fat percentage. I believe this method would increase the accuracy of body fat testing as well as give those members who are making the honest effort to conform to Navy standards a fair chance when those precious points count. E-4*

*PRT Program and Body Fat requirements: I believe in being physically fit. I do not agree with Body Fat measurements. Body fat can be measured by three different people on the same person within a fifteen minute time span and you are going to come out with three different sets of measurements and body fat results until the Navy develops a more accurate system other than who pulls the tape the tightest. I believe the Navy should go to a height/weight minimum and maximum according to body build. Either that or look at the bottom line--can a person pass the physical test? I believe that the goal should be to change our lifestyle to become physically fit.*

*Navy standards for physical fitness do not encourage good health. The body fat measurement is inaccurate. Regular PT is only required for personnel who have failed the PRT. O-2*

*Body fat is an issue I take seriously, mostly for person reasons. I don't think it is fair, however, because of the different body shapes and sizes people come in. If a man can pass physical readiness tests and do 100 sit-ups but is fat, why is he any worse than a skinny guy who can do only 25 sit-ups. We need fairness in this issue, I believe neck size adds an unfair variable to the equation. E-5*

*Also, a more accurate method of taking body fat should be devised. Also, the Air Force uses the exercise bicycle to measure a person's physical fitness and it seems to be a better way. E-5*

*The body fat is not a realistic measurement. I'm 5'11" 167 lbs. and 14%, yet a guy 5'5" 200 lbs. can have 10-14% if his neck is big. O-1E*

*Although the PRT standards (measurement of neck and waist) are for routine/normal personnel, there are obese (fat) people who qualify under/within the required scale because they have large necks as well as large waists; but other personnel may have normal waists but small*

necks, therefore they are over the max percent of body fat. When personnel are close or above the max allowable percent, a professional (doctor) should make the actual assessment. W-4

Body fat measurements are being "abused". Measurements used are quick and easy, but not accurate. Decisions to separate personnel are being made solely on these measurements. Instead, a more precise measurement method should be used before making career ending decisions. O-4

I personally don't agree with the body fat standards in the Navy. I believe a man who is capable of doing his job should be allowed to stay in. My supervisor might get kicked out and he only has 21 months until retirement. That is not fair to him. He has served many years for this country, and they treat him like this. It's a shame. E-4

## PT/Exercise

Make mandatory physical conditioning a part of the workday. This is the Navy--not the athletic club!!! We have become so enamored of the so-called success stories from the private sector that we have lost belief in the fact that we are sailors who at any time may be thrust into the battle. We are encouraged to workout regularly and stay in shape twice a year. Well, I can take five months off and prepare in 30 days to get an above average grade on the PRT. E-7

The Navy promotes physical fitness for body fat, etc., but the command is not willing to allow time for P.T. E-5

Since we are encouraged to stay in shape, we should be encouraged to accept deployment or arduous duty assignments. Or, we should be encouraged to respond to an attack on our vessel or base. When the old man gets out of his office and leads the troops by example, pulling the couch potatoes out of their spaces, and takes a few laps on a daily basis, our fitness problems will cease to exist. We must reteach ourselves that fitness involves conditioning for participation in a certain event. We normally deploy as a unit--the unit should condition together. Its just another type of drill-- done often and consistently, the benefits extend well beyond the scope of job performance. Current PRT administration is a joke!!! By the way, I have gotten outstanding PRT grades since the program was developed. I have been a command fitness counselor and done extensive training to help individuals who needed remedial instruction. As a fitness buff, I don't need command encouragement to exercise. That makes me abnormal. Mandatory command workouts are the key to success. Starting at the office of the CNO. E-7

Workouts should become mandatory 3 times per week. If our PRT program is to be successful, let's take lessons from the Marine Corps on how its done! We need only to adjust it to our standards. E-9

I feel the Navy does not give a sailor time to practice for a PRT. Time should be given to every sailor at least 2-3 times per week. As it is now, there is no time allotted for anyone to become physically fit except personal time. If the Navy wants to set standards, the Navy should allow Navy time to attain such standards like Marines, Army, etc. E-6

*MWR/PT events often occur on weekends so personnel don't have to get off work. C.O.'s rarely encourage daily exercise programs during work hours unless members are performing mandatory PT after failing the PRT. The PRT is much too easy. E-7*

*The Navy needs to have mandatory exercise times or days for everyone, maybe not as severe as the Marines, but something better than what it is. E-4*

*Would like to see more emphasis on command sponsored PT. O-4*

*The ships should make all personnel do PT at least 3 times a week. The ship I am on only has mandatory PT for E-6 and below which is not right. E-1*

*I can't exercise on a regular basis due to knee problems. I believe an individual will perform his best at his mental ability vice what he looks like. Some of the most talented individuals who have given their very best are driven out of the service due to being overfat. E-9*

*Most commands encourage personnel to participate in regular exercise --many do not provide time for this during the work week--except for an hour during lunch. I believe that if the Navy really wants to promote health/fitness through exercise and not merely get rid of the slobs in uniform that may offend the hierarchy--a regular PT regimen should be initiated at every command, every day or at least 3x week. Most Marine units do so; why not the Navy?*

## **Nutrition**

*I believe the Navy needs to do more to teach personnel about nutrition and offer more nutritionally based menus at its dining facilities. In addition, for overeaters, there should be counseling available prior to level III. Get on the ball--consult Jenny Craig. She deals with the issues better than any of the many programs I have tried. E-7*

*Members who exceed body fat standards should be allowed to go to a program such as Weight Watchers during working hours. For many of those people, all the remedial PT in the world isn't going to help because they eat too much of the wrong foods. O-3*

*Those who don't have healthy diets or have fatty diets can at least stay in shape by doing this. The Navy can't directly control how a person's diet is. They can only control it if a person has a health problem or if the person doesn't meet standards for weight. E-3*

*Selection of healthier menus for mess specialists to work from (menu cycle) would be highly recommended. Better choices to select from available than current WWII standards. O-3E*

*Yes, those people like myself who have to live in the barracks and are into nutrition are really suffering because we cannot draw our COMRATS. Instead we have to put it into the Galley which serves terrible food. Sometimes its good, but normally not to my liking. It would be nice to be able to have a choice of what I could eat. I'm unable to afford to buy because its just not practical giving the galley \$201.00 and then try and buy food also. Yet when we get fat, we only have the Navy to thank because they force us to get the food/grease. This isn't just a bitch, but the truth. E-5*

## **Substance Abuse**

*I do feel strongly on taking away the right to drink alcohol at any command functions since there is 0 tolerance for drugs/alcohol in the military. E-3*

*The primary reason I will not make another sea tour is tobacco smoke. There is virtually no way to escape it aboard a ship (destroyer). The last 4 years I spent at sea on a small ship, 50% of my own CPO mess was virtually off-limits to me because of tobacco smoke. E-9*

*The policy being taken by some commands is too extreme. I've never heard of a person smoking a cigarette, getting behind the wheel of a vehicle and causing a major automobile incident! Many drinkers do that every night and day, yet they're not persecuted to the extent that of smokers are. E-7*

*Alcohol use and abuse needs to be stressed to younger (18-23) Navy personnel. They don't seem to understand its effects on job performance and family impact. O-2*

*Many ships are smoke-free and intensify stress to individuals such as myself who have unsuccessful tried to quit smoking. Situations such as the USS Theodore Roosevelt going smoke free during a deployment increases an already stressful situation. I used my "smoke break" as a stress reliever (i.e. socialization, reading, etc.) threatening people with mast is too extreme. More emphasis should be placed on helping people to quit. If I was ordered to a "smoke free" command, I would request a cancellation of my orders. If I was ordered to quit, I would seek legal assistance and fight the matter legally. E-7*

*I'm a non-smoker, however it is my opinion that the Navy exceeded its authority in the drive to have a smoke free Navy. How can any one justify the USS Roosevelt's recently acclaimed smoke free cruise? Is this another example of the Military Member becoming a second class citizen? E-9*

*I am a smoker, who would like to quit, but see no serious programs to assist in this. I did not smoke before I joined the Navy but the Navy climate of the late 70's and 80's almost promoted smoking. It was something to help you stay alert on 36 hr shifts, watches, an excuse to take a break, etc. E-7*

*The Navy does not put enough emphasis on alcohol abuse and use. It should do more to make our people more effective, efficient, healthy and safe. The same goes for tobacco use. I applaud the ships that are going smoke free!*

*Even with the strict guidelines that the Navy has governing substance abuse, the military seems to continue to fight an endless battle. I think we need tougher methods to let these sailors that abuse alcohol know that if you use an illegal substance, "you will fry". Until people truly receive the message, substance abuse will prevail in the military structure. E-5*

*Alcoholism is tolerated far too much in the armed services. There are not enough programs designed to get people to recognize their addiction. Also, it is simply too accepted to "go out and get trashed". Sailors need other outlets for their own money and energy.*

## Medical/Dental Health Benefits

*Health benefits for my dependents are very poor under the CHAMPUS program. I have had to pay huge medical bills as my spouse was given a statement of non-availability and CHAMPUS would only cover a portion to the provider, with myself paying the rest. This is unfair, and I believe the U.S. government should look into this problem. W-3*

*The problem of what to do when even the flagship of USN medicine can not (or does not) have adequate expertise/equip/manning to deal with a medical condition should be reviewed. Champus is very inadequate as an answer. People can and have ended up thousands of dollars in debt because they were "Champuses". This is highly inappropriate when recruiters continue to promote free medical care and even Delta Plan (dental) insurance. I spend hundreds of dollars a year even though my deps. are relatively healthy. I don't complain because I can afford it (thank God) but think about the E-4s, E-5s etc. You are making it hard for them to stay in. The "Primus" clinics are also getting to be a joke. I know a dependent who recently spent 3 hours just to submit a urine sample for testing. The clinics are oversubscribed, and understaffed. Though flag leaders may not know this because they go to the medical centers for care and they generally get VIP treatment, it should be looked at. O-6*

*CHAMPUS doesn't work. I will be paying approximately \$20,000. for my wife's surgery and rehabilitation. That's too much. 80% is okay for average costs and average problems. The paperwork is too much. No individual is accessible to help you or tell you why you have to pay each different item. O-1E*

*I have almost always found it extremely difficult to get proper medical care at medical facilities. Several complaints I reported about my health were dismissed without proper diagnosis. On one occasion, I ended in the emergency room of a hospital with severe appendicitis. This happened only a few hours after having been examined by a Navy corporal. My point being: if this is the way I am treated now that I am on active duty, I can only expect that medical attention upon retirement takes a drastic dive. I hope TQL fixes this system so that our active and retired members not only get proper treatment, but also respect and dignity. O-3*

*100% straight out total medical or dental coverage for dependents. (CHAMPUS is a paper work chase). The "new" health plan being proposed by the present administration is equivalent to what we now have. We should take better care of our own!! E-9*

*Health care for dependents has been less than perfect. The dependent shuffle/run-around I have received while stationed in Charleston as well as Bremerton is not very user friendly. People at front desks should be reminded that dependents are not in the military and must be treated with courtesy and respect. Often questions are not answered or answers are not satisfactory. Often supervisors must be consulted to resolve even the most simple questions. A record transfer process other than the current method for dependents would be nice. E-6*

*In general, there is very little confidence in Navy medicine. Besides fear of medical incompetence, there is a significant administrative hassle. Cost is the only factor tethering patrons to the current system. O-2*

## HIV/AIDS Education

*I think the military should keep endorsing HIV/AIDS training since we are allowing gays in the military. With this, the population is increasing and leaving the opportunity opened more for the "cause" of HIV/AIDS. The Navy doesn't seem to have direct control of this. It really is a scary thought. Believe it or not, there are alcohol abusers out there who need desperate help. Maybe the program should be more opened for them. E-3*

*AIDS education must receive more emphasis. As an officer in a health care environment, I see so many people's perception of AIDS as only a disease of homosexuals or "druggies". Also, I've personally observed doctors snickering about the latest AIDS/HIV admissions to the hospital. I've known of instances where a large percentage of a command knew of a member's HIV status before the member did. The discrimination must stop on all fronts, unfortunately, too many ignorant bigots are still on active duty. O-3E*

*Persons with HIV positive should be brought out in the open for the public to be aware of, to protect others around them. E-4*

*Please consider implementation of alcohol and drug/STD and HIV awareness courses. There is much ignorance among the "middle America" mentality of the military and an "it can't happen to me" attitude. This arrogance is deadly, especially with the irresponsible sexual behavior and alcohol abuse I have witnessed while in the Navy. E-2*

*More information should be given out on HIV/AIDS. No one is immune and statistical info on each port a ship may enter should be given. Because there is very little fact on when or by whom, in which port etc, a high state of awareness is necessary prior to liberty in any port of call even in CONUS. E-9*

*We have increased the Navy's risk to AIDS by allowing homosexuals to join the military. O-6*

*There is almost NO HIV/AIDS awareness in the service, but much unsafe sex/prostitute solicitation. Before long this can only = much infection. More classes on the dangers of unsafe sex and HIV awareness are needed. I cannot stress this enough. E-2*

## **Appendix F**

### **General Comments**

## **General Comments**

Table F-1 presents summary information of the response frequencies for the comments concerning *General Comments*.

**Table F-1  
General Comments**

| Category Name       | Frequency |
|---------------------|-----------|
| Survey              | 19        |
| Homosexual Behavior | 4         |
| Miscellaneous       | 4         |

## **General Comments**

### **Survey**

*I would like to see a follow-up on the survey and specifically some feed back on its use for those who took the time to fill it out and put in SSN. O-1*

*Survey more often! This survey is too long and time consuming! W-3*

*This survey was rather long. I hope this is valuable to you, as the time it took to complete it was valuable to me. O-5*

*In the letter from the Chief it states, "Confidentiality is guaranteed." That statement is a very big red flag. I don't believe it, nor do I think anyone who takes the survey will believe it. Why not ask our names. You know who we are from the answers given, even if SSN's were not given. In essence this perpetuates the feeling that no one is up front with us, especially the government. Call a spade a spade. Thanks for the opportunity to have an input. No one really listens unless you are an O-7 or above. O-4*

*I did not read this ahead of time, I just answered it as I went along. I believe most of these questions were asked in a biased way and can only deduct that you are seeking very specific statistical information on subjects which you already have the opinion of the consensus. 1. I believe downsizing will only keep sailors at sea and civilians on shore with supporting networks (supply, repair and admin). I believe that will cost more in defense and readiness but certainly less financially. There is no denying a need for a smaller Navy. I believe radical changes are*

necessary. My solution: pay us well, make it a privilege to be in the Navy, and be more selective. 2. In my opinion, throw equal opportunity for women out the window. This is a military, not a large corporation or social service, and we won't realize it until we lose a war. OUR biggest hypocrisy: maternity dungarees!!! 3. Don't burn sailors out, allow them to relieve their stress and party a little, keep the press and tours away and let us do our jobs. 4. Pay us well. E-5

This is the longest survey I've ever filled out. O-4

Excellent survey, thanks for asking! O-2

I was really impressed on how this survey is conducted. It really gets down to some areas that I had no idea ever existed. Very good job on this survey. Keep up the good work! E-5

Good survey, I hope the results will do us all some good. O-4

Thank you for giving me the opportunity to participate in this survey. It takes a little more than 30 minutes--- more like 60-90 minutes. Keep up the good work. I appreciate everything you guys are doing to make our lives better in the Navy. E-4

Good survey; however, it was too long! O-3E

Thank you for asking my input. This type of survey should have been in use 15 years ago. The Navy would be a better place. We were forced to change our lives greatly. Could we please get a better explanation of why beards are not allowed? When I questioned the former MC PAN (MC Bushey) about when or if beards would come back he stated "not as long as I am in the Navy." I received this as one person making policy on a personal preference. I personally, and have heard others, prefer to be given the option to wearing a beard. They are allowed for cosmetic medical reasons. Bring them back! E-7

There are many questions in this survey asking if this or that is fair, or if racial and gender issues are being handled fair. Nothing in the world, (in life for that matter) is fair. No matter how hard people try (Navy) nothing will still be fair. Maybe when you send these surveys out again, you could try to use a different word other than fair. Thank you. E-3

This was by far the best survey to date. W-4

This survey is very one-sided. For example, question 80. This question is directed toward minorities. If the Navy wants to achieve total equality, then Promotion Boards etc. do not need to know what religion, race, gender, etc. a candidate is. This is possible. Additionally, they should do away with the quota system for advancement. I know, they don't call it a quota system, but it is. Ten percent of the chiefs selected for my rate are female. It has been that way for the last ten years. The Navy will never achieve total equality as long as they differentiate between uniforms, grooming standards and duty assignments. The Navy cannot say you are equal except females can wear earings and have long hair and males cannot. This is gender bias and total equality will never be accomplished. E-7

*This survey was very interesting. It was no problem for me to complete the topics that applied to me. Many of the topics discussed, I have read about or have some type of training on these topics. I talk to many of my other people here in the Navy, and I am surprised by some of the things that some of these people don't know just by being in the Navy. I feel that more Navy personnel should be aware of some of the topics discussed within this survey. If it is possible, please allow information to be distributed among Navy Personnel to gain knowledge of topics that are of relative importance. Thank you for sending this survey. This lets me know that people of a higher authority do care about the well-being of Navy personnel. E-3*

*It would be interesting to see the results of this survey. Will they be released? When and where? E-7*

*Whoever figured the average sailor could do this survey in 30 minutes should look for a different line of work. W-4*

*Regarding my being randomly selected to participate in this survey. I wish I could win the lottery as often as I am randomly selected. E-9*

*If you could use these answers to implement real changes--then I'd feel helpful. I say to you, "good luck". This bureaucracy is too large to move for the small guy like me. O-1E*

## **Homosexual Behavior**

*You should have had a question about the biggest issue concerning many service members today. Gays in the military. I think that an overwhelming number of personnel would disapprove of the immoral life style that we are being forced to live with---in our bedrooms---in our shower rooms. I hope Congress gets this mess cleared up quick! E-7*

*Keep the homosexuals out!!! E-5*

*You should have included an agree/disagree question with regards to the impact of serving with homosexuals on quality of life issues. O-6*

*I will not go back to sea or re-enlist, unless I'm comfortable that my shipmates are heterosexuals!!! Don't ask, don't tell has got to go. NO FAGS IN MY NAVY. E-5*

## **Miscellaneous**

*While I have enjoyed my time in the Navy, I am growing concerned for those personnel who have yet to make a long term commitment, both officer and enlisted. If I were more junior, I think I would have many concerns about the future. Navy leaders need to step forward and get out to visit the troops. Messages are a good vehicle, but they will never replace eye to eye contact and a firm handshake. As for the changing role of women, I only hope I'm not too senior to be left on the shore. I firmly believe I can contribute at sea--Based on my fitness reports I know I can compete with my male counterparts. Give me the opportunity and look out! However, I also believe there are many women who won't want to accept the challenge. In a*

*smaller Navy , however we can ill afford to make the choice optional. Being in the Navy should mean going to sea--for everyone! O-5*

*Only those individuals who exercise self-discipline and exhibit high moral character should be promoted to any position of authority. Remove the "psychobabble" from its role of influence in management practices and training and replace it with sound doctrine based on the word of God, the Bible. O-3*

*The Navy must not depart from the moral foundation that has benefited our great nation. We need to promote the aspects of purity in regard to daily living and sexual practice. Sex outside of marriage must be denounced and abstinence promoted over the so-called "safe sex" myth .O-3*

1. Get rid of smoking in the Navy.
2. Get rid of alcohol on Navy bases.
3. Push a non-gender PRT program.
4. % body fat measurement is inaccurate; find a new method.

O-5

## **Appendix G**

### **Acronyms Found in Report**

## Acronyms Found in Report

|         |   |
|---------|---|
| AAFES   | Army/Airforce Fleet Exchange Services                       |
| AC      | Air Conditioner   |
| AECS    | Aviation Electronics Chief Senior                           |
| AFB     | Air Force Base  |
| AIDS    | Acquired Immune Deficiency Syndrome                         |
| ATCS    | Aviation Technician Chief Senior                            |
| BAQ     | Basic Allowance for Quarters                                |
| BS      | Bachelor of Science   |
| BUPERS  | Bureau of Naval Personnel                                   |
| CHAMPUS | Civilian Health and Medical Program for the United Services |
| CMEO    | Command Managed Equal Opportunity                           |
| CNO     | Chief of Naval Operations                                   |
| CNP     | Chief of Naval Personnel                                    |
| CO      | Commanding Officer  |
| COLA    | Cost of Living Adjustment                                   |
| COMRATS | Commutted Rations   |
| CPO     | Chief Petty Officer   |
| CWO     | Chief Warrant Officer                                       |
| DDS     | Direct Deposit System                                       |
| DO      | Duty Officer  |
| DOD     | Department of Defense                                       |
| EAOS    | Expiration Active Obligated Service                         |
| EEO     | Equal Employment Opportunity                                |
| EFMP    | Exceptional Family Member Program                           |
| EO      | Equal Opportunity   |
| FMF     | Fleet Marine Force  |
| HIV     | Human Immune Virus  |
| IMA     | Intermediate Maintenance Activity                           |
| JAG     | Judge Advocate General                                      |
| LDO     | Limited Duty Officer  |
| LMET    | Leadership, Management, Education, and Training             |
| MBO     | Management by Objective                                     |

|          |   |
|----------|---|
| MWR      | Morale, Welfare, and Recreation           |
| NAF      | Naval Air Field                           |
| NAS      | Naval Air Station                         |
| NATO     | North Atlantic Treaty Organization        |
| NATTC    | Naval Aviation Technical Training Command |
| NAVLEAD  | Naval Leadership School                   |
| NEC      | Navy Enlisted Classification Code         |
| NEX      | Navy Exchange                             |
| NIS      | Naval Investigative Service               |
| NJP      | Non-judicial Punishment                   |
| NMPC     | Navy Military Personnel Command           |
| NPS      | Navy-wide Personnel Survey                |
| OCS      | Officer Candidate School                  |
| O        | Operations                                |
| PLR      | Pass Liaison Representative               |
| PN       | Personnelman                              |
| PO       | Petty Officer                             |
| PRD      | Projected Rotation Date                   |
| PRT      | Physical Readiness Testing                |
| PSD      | Personnel Support Detachment              |
| PT       | Physical Training                         |
| PTSD     | Post Traumatic Stress Disorder            |
| QOL      | Quality of Life                           |
| RESFORCE | Reserve Force                             |
| ROTC     | Reserve Officer Training Corps            |
| SEA      | Senior Enlisted Advisor                   |
| SERB     | Selective Early Retirement Board          |
| SIMA     | Shore Intermediate Maintenance Activity   |
| SWO      | Surface Warfare Officer                   |
| TA       | Tuition Assistance                        |
| TAR      | Temporary Assignment                      |
| TQL      | Total Quality Leadership                  |
| TQM      | Total Quality Management                  |
| USMC     | United States Marine Corps                |

|      |                                |
|------|--------------------------------|
| USNA | United States Naval Academy    |
| VHA  | Variable Housing Allowance     |
| VSI  | Voluntary Separation Incentive |
| YN   | Yeoman                         |
| XO   | Executive Officer              |

## **Distribution List**

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